

Austria	84.00	Iran	84.00	Philippines	84.00
Belgium	84.00	Italy	84.00	Poland	84.00
Cyprus	84.00	Japan	84.00	Portugal	84.00
Denmark	84.00	Korea	84.00	Saudi Arabia	84.00
Egypt	84.00	Kuwait	84.00	Singapore	84.00
Finland	84.00	Lebanon	84.00	Sri Lanka	84.00
France	84.00	Luxembourg	84.00	Taiwan	84.00
Germany	84.00	Malaysia	84.00	Thailand	84.00
Greece	84.00	Morocco	84.00	Turkey	84.00
Hungary	84.00	Netherlands	84.00	USA	84.00
Ireland	84.00	Nigeria	84.00		
Israel	84.00	Norway	84.00		
Italy	84.00	Oman	84.00		
Japan	84.00	Pakistan	84.00		
Korea	84.00	Peru	84.00		
Lebanon	84.00	Spain	84.00		
Luxembourg	84.00	Sweden	84.00		
Malaysia	84.00	Switzerland	84.00		
Morocco	84.00	Taiwan	84.00		
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Norway	84.00	USA	84.00		
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Peru	84.00				
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Sweden	84.00				
Switzerland	84.00				
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Turkey	84.00				
USA	84.00				

EUROPE'S BUSINESS NEWSPAPER

FINANCIAL TIMES

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Friday October 26 1990

D 8523A

World News

Bhutto defeat paves way for Jatoli government

Pakistan's Islamic Democratic Alliance fell just short of a majority of national assembly seats in yesterday's general elections, but will easily be able to form a government with the help of allies.

Final results showed the IDA Mr Ghulam Mustafa Jatoi, the candidate for prime minister, won 105 of 207 Muslim seats contested in the lower house, with the Pakistan Democratic Alliance, dominated by ousted premier Ms Benazir Bhutto's Pakistan People's Party, winning 45 seats. Page 20

Moldavia tense

Fears of ethnic violence in the Soviet republic of Moldavia escalated as Romanian nationalists set out by bus to stop a Turkish minority from breaking away. Page 2

New era for Nato

Marshal Mikhail Moiseyev, Soviet chief of staff, visited Nato military chiefs to discuss as such areas of instability as the Middle East. Page 2

Lufthansa in Berlin

Lufthansa, German airline, is to begin regular flights to Berlin on Sunday for the first time since the second world war. Page 2

N-dump denied

Pechiney, French state-owned metals company, denied allegations by environmental pressure group Greenpeace that it is negotiating construction of a \$30m nuclear dump in Chubut, Argentina. Page 2

Israel ignores UN

Israel flatly rejected United Nations criticism of its refusal to allow a UN investigation of the killing of Palestinians in Jerusalem on October 6, saying US support for the UN stance played into the hands of Iraq and the Palestine Liberation Organisation. Page 4

US immigration up

US Congressional negotiators have reached agreement on allowing hundreds of thousands more immigrants into the country, particularly those with new job skills. Page 4

Iraq rigs oil wells

Iraq has rigged more than 300 of Kuwait's 1,000 oil wells with explosives as a precaution against an attack, according to a senior engineer working as a supervisor for the Kuwait Oil Company. Page 4

Hard Ecu opposed

Karl Otto Pohl, Bundesbank president, reiterated German central bank opposition to the UK plan for a hard Ecu backed by a European Monetary Fund, saying they could lead to conflicts over monetary policy and continued "not inconsiderable risks." Page 6

Egypt steps up aid

President Hosni Mubarak, back from a four-nation Gulf tour, agreed to strengthen Egypt's forces there with tanks and warplanes, Cairo's state-owned newspapers reported. Soviet shuttle diplomacy. Page 20

German jobless up

Number of east Germans unemployed or on short-time work rose last week to 400,000, almost half the labour force, by the end of 1991, said Klaus Grahm, president of the Association for the Unemployed in Germany.

C.Itoh enters European steel with German stake

C.ITOH, large Japanese trading house, and Klockner-Werke, German steel and engineering company, have unveiled a wide-ranging co-operation pact: the first time a Japanese company has entered the European steel industry. Page 21

ICI, international chemicals group, reported pre-tax profits down 48 per cent to £160m (\$320m) in the third quarter.

ICI, international chemicals group, reported pre-tax profits down 48 per cent to £160m (\$320m) in the third quarter. Page 21; Lex, Page 26

ENI, Italian state-owned chemicals and energy concern, had terms for the sale of its 40 per cent stake in Enimont rejected by Raul Gardini, head of Italy's Ferruzzi-Montedison group of companies. Page 20

AMERICAN Airlines, has told Pan Am it would like to offer a higher price than United Airlines for five routes. Page 21

TOSHIBA, Mitsubishi Electric and Hitachi, Japan's three diversified electrical groups, have all recorded improvements in sales and profits in the six months to September 23. Page 23

URUGUAY ROUND: US asked that the European Community be given a last chance to table a proposal on cuts in farm subsidies to forestall a breakdown in the trade talks. Page 20

Japan has offered to cut import tariffs by 57 per cent. Page 5

RENAULT and Volvo received a discouraging response to their joint offer for a partnership deal with Skoda, Czechoslovak car maker, apparently improving the chances of Volkswagen, the rival suitor. Page 2

BCE, Canadian conglomerate, reported third quarter profit down by about 15 per cent. Page 24

NIPPON Telegraph and Telephones, large Japanese telecommunications utility, is intensifying efforts to procure high technology equipment overseas. Page 5

WEST European arms industry could lose up to 500,000 jobs, says the Stockholm International Peace Research Institute. Page 20

DAF, Dutch truck maker, is cutting over 400 jobs and warns it will make a "significant" loss this year. Page 21

ANHEUSER-BUSCH, biggest US brewer, reported a 3.4 per cent increase in profits after tax to \$260.7m in the third quarter of 1990. Page 34

NORSK HYDRO, Norway's largest publicly quoted company, announced a 53 per cent rise in third quarter net profits to Nkr625m (\$106m). Page 22; Lex, Page 20

MNC Financial, US bank holding company, announced large losses and the sale of its credit card subsidiary, underscoring the sharp deterioration of commercial bank loan portfolios in the US. Page 22

XEROX, leading US manufacturer of copying and duplicating equipment, reported lower third-quarter earnings with poor results from the company's insurance and financial services businesses. Page 24

SOUTH KOREA will ease credit restrictions and increase policy support for manufacturing industries to attain a real economic growth rate of 7 per cent next year. Page 6

SECURITIES and Investment Board, UK securities regulator, will bring out draft rules that will allow the creation of futures and options funds in the UK. Page 26

MALBAK, industrial arm of South Africa's Gencor group, has reported lower earnings for the year to the end of August. Page 23

JAMAICA's prime minister, Michael Manley, usually associated with a state-driven economy, has set the country on the course of widespread deregulation. Page 4

■ No dividend this year ■ 15% reduction in global workforce ■ Forced redundancies possible

Philips to make sweeping cuts

By Ronald van de Krol in Eindhoven

PHILIPS, the troubled Dutch electronics group, yesterday unveiled plans for sweeping 15 per cent cuts in its worldwide workforce and said it planned to omit its dividend this year.

Mr Jan Timmer, president of Philips, said that between 35,000 and 45,000 jobs would be eliminated by December 1991, representing 12 to 15 per cent of the company's 285,700-strong global workforce.

The job cuts will be worldwide and will be made at all levels of the company in a bid to restore its flagging profitability as Europe's largest producer of consumer electronics and the world's biggest manufacturer of light bulbs.

The cuts are the biggest in Philips' 99-year history and they are bound to stir controversy in the company's home base of the Netherlands, and in other European countries, which would make a pay-out to shareholders inappropriate, Mr Timmer said. "In the light of the circumstances, it would not be responsible to pay a dividend," he said.

Speculation that Philips would decide to skip its 1990 dividend has been rife since Mr Timmer announced a major shake-up at Philips in July. For the past few years Philips has paid a dividend of F12 (\$1.18) per share.

Trading in Philips shares in Amsterdam and other European capitals was suspended for several hours yesterday morning ahead of the announcement. In late afternoon trading, the shares were barely changed at F120.50 compared with F120.50 on Wednesday.

Mr Timmer said the decision to make large-scale job cuts had been taken after a long internal examination of the company's operation by a group of 100 senior Philips managers.

Noting that Philips has a reputation as a bureaucratic and flabby organisation, he said, "We must put to rest our heroic tales from the past and look at ourselves critically against the light of the competition. If ever there was truth in the need to get 'back

to basics', then that is certainly true of our way of working."

Mr Timmer, who became president in July after his predecessor Mr Cor van der Klugt lost the confidence of financial markets, declined to give details of the proposed job cuts. Although he did say that they would be global, aimed at raising overall efficiency and productivity, and might involve forced redundancies.

The wide scope of the job cuts, announced at a scheduled press conference on the company's third quarter results, was unexpected.

The job losses follow the elimination of 9,000 jobs, mainly in Europe, within Philips' struggling computer and computer-component divisions.

Mr Timmer said the cost of carrying out the latest round of job cuts, unlike the recent cuts in the computer and components sectors, would be paid out of running costs and would not, on their own, force the company to make further restructuring provisions.

However, he said other forms of rationalisation could ultimately raise 1990 restructuring costs above the previously projected F12.7bn, further depressing full-year net results.

In his maiden speech to shareholders in July, Mr Timmer had said the company could suffer a net loss of F12bn this year as a result of the restructuring charges.

News of the job losses and dividend omission overshadowed Philips' third quarter figures, which showed a decline in operating profit to F152m from F158m in the first nine months of 1989.

The components division, hit hard by a business downturn in the US, saw operating profits fall to a slim F14m from F138m.

Institutional investors in Philips seemed less surprised by the omission of the dividend than the additional job cuts. "The package confirms the magnitude of the problems Philips faces. It is well known that the company employs far too many people for its level of output. If it wants to survive, it'll need to get by with fewer people," said one, who asked to remain anonymous.

Background, Page 21; Lex, Page 20; World Stock Markets, Page 41

UK government may investigate Polly Peck

By David Barchard, Clay Harris, Raymond Hughes and Simon London in London



Asil Nadir: facing bankruptcy petition from stockbroker

THE BRITISH government is considering an investigation into the affairs of Polly Peck International, the fruit, electronics and leisure group which has sought protection from its creditors with debts exceeding £1.3bn (\$2.6bn).

The Department of Trade and Industry also confirmed yesterday that the Serious Fraud Office was investigating "allegations of misconduct" involving Polly Peck.

The announcement followed the High Court appointment of three administrators to oversee the company's affairs.

Mr Justice Morritt acted after being told that Polly Peck directors believed administration was "absolutely vital".

The administrators said later they hoped to ensure the group's survival either in whole or in part.

Separately, Barclays de Zoete Wedd, the stockbroker, petitioned for a bankruptcy order against Mr Asil Nadir, Polly Peck's chairman, indicating that he owed it £3.6m in respect of payment for purchases of the company's shares. Mr Nadir said he was "not worried" by this petition.

The bankruptcy petition freezes all of Mr Nadir's personal assets, unless he receives an exemption from the court. It comes after his purchases of 235m worth of Polly Peck shares during September, and an admission early in October that a personal liquidity crisis had prevented him from paying for all of these.

By then, banks which held his shares as collateral against loans had already sold 16.5m shares in the market. BZW said yesterday: "We know we're not the only ones in this position."

Others are thought to include Carr Kibbutz & Aitken and Lehman Brothers International.

Mr Peter Lilley, the British trade and industry secretary, said he wanted to hear at the "earliest possible opportunity" whether the administrators thought there were matters which merited investigation under the Companies Act "bearing in mind the investigations into allegations of misconduct already being undertaken by the Serious Fraud Office."

On September 25, Mr John Redwood, corporate affairs director, raised this prospect in a speech in Washington yesterday. UN sanctions were starting to bite, he said. He said that sanctions had succeeded in cutting 98 per cent of Iraq's oil exports and 95 per cent of its overall imports. The Baghdad regime was being forced to make economic adjustments to feed its people and meet the needs of the military, he said.

If Mr Baker goes ahead with a tour of the Gulf and Europe, his main aim would be to reaffirm the need for the total and unconditional withdrawal of Iraqi forces from Kuwait before any territorial grievances might be addressed in future talks with Baghdad.

One US concern is that the second round of shuttle diplomacy begun this week by Mr Yevgeny Primakov, the special Soviet envoy in the Gulf crisis, could muddy the waters.

Iraqi "suicide" explosives on Kuwait oil wells, Page 6; Primakov shuttle, Page 20

Baker may visit Gulf in attempt to revive multinational resolve

By Lionel Barber in Washington

MR JAMES BAKER, US secretary of state, may visit the Gulf next week in a high-profile diplomatic mission aimed at shoring up resolve within the multinational alliance against Iraq.

Amid signs of drift within the US-led coalition and unease in Saudi Arabia over the presence of President George Bush yesterday held talks with Mr Baker about how to recapture the initiative.

The administration is worried that recent diplomatic activity - particularly by the Soviet Union - may have raised false hopes of a face-saving deal for Mr Saddam Hussein, the Iraqi president, and weakened the credibility of the military option against Iraq.

The erosion in Mr Bush's political standing at home as a result of the budget crisis is a further source of concern although US officials say a steep decline in his approval rating has no bearing on the outcome of the Gulf crisis.

Further evidence that the military option was receding came yesterday when Mr Richard Cheney, US defence secretary, announced that the US might send as many as 100,000 more troops to bolster the 220,000 men and women deployed in the Gulf. He declined to put a ceiling on the deployment.

The Pentagon is understood to be pressing for a sizeable increase in troop numbers in the event of war. But some officials worry that this could mean several months' delay before the military machine is ready to move from its essentially defensive role in Saudi Arabia to one prepared for offensive action.

Some European diplomats believe that the administration has begun to view the military solution to the crisis as far more complicated than originally thought.

The focus, therefore, should be on economic sanctions to squeeze Mr Saddam - a view shared by some policy-makers who argue that sanctions maintained over the next six months should threaten Iraq's ability to operate as an industrial society.

Mr William Webster, CIA director, raised this prospect in a speech in Washington yesterday. UN sanctions were starting to bite, he said. He said that sanctions had succeeded in cutting 98 per cent of Iraq's oil exports and 95 per cent of its overall imports. The Baghdad regime was being forced to make economic adjustments to feed its people and meet the needs of the military, he said.

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Iraqi "suicide" explosives on Kuwait oil wells, Page 6; Primakov shuttle, Page 20

MARKETS

STERLING
New York close
\$1.9510 (1.9508)
London:
\$1.9535 (1.956)
DM2.9575 (2.95)
FF4.8975 (4.872)
SF2.4950 (2.4825)
Y248.50 (250.5)
£ index 94.6 (94.6)

GOLD
New York: Comex Dec
\$378.3 (376.0)
London:
\$375.25 (371.75)

N SEA OIL (Arg. Oils)
Brent 15-day Dec
\$32.20 (29.35)

DOLLAR
New York close
DM5.1506 (5.0535)
FF5.0780 (5.04)
SF1.2835 (1.2695)
Y128.30 (126.535)
London:
DM1.6138 (1.507)
FF6.0970 (5.0425)
SF1.2770 (1.265)
Y127.20 (126.0)
£ index 60.3 (60.5)
Tokyo close: Y127.15

US closing rates
Fed Funds 8% (7 1/2)
3-mo Treasury Bill:
yield: 7.41% (7.44)
Long Bond:
100 (99 1/2)
yield: 8.74% (8.77)

STOCK INDICES
FT-SE 100:
FT-SE 100:
FT Ordinary:
1,617.5 (-21.4)
FT-A All-Share:
1,009.72 (-1.0%)
New York close
DJ Ind. Av.
2,484.18 (-20.05)
S&P Comp
310.15 (-2.43)
Tokyo Nikkei
25,322.83 (-475.75)

LONDON MONEY
3-month interbank:
close 1352-1353 (same)
Lillo long gift future:
Dec 84 1/2 (84 1/2)

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Manley steers Jamaica away from state-driven economy

Jamaica's premier Michael Manley (left) has set his country on course for what he calls widespread deregulation. It indicates how much his opinions have changed in the past 10 years. Page 4

Manley's prime minister, Michael Manley, usually associated with a state-driven economy, has set the country on the course of widespread deregulation. Page 4

PAKISTAN

Bhutto defeat rooted in political weariness

Page 6

US budget compromise backed by Bush and Democrats

By Peter Riddell, US Editor, in Washington

A COMPROMISE tax and spending package which could herald the end of the US budget crisis is being backed by the White House and Democratic leaders.

After several days in which the mood has swung between optimism and pessimism, congressional leaders at last believe they have a package which will be approved by both houses.

The breakthrough came as House Democrats dropped their call for a surtax on those earning more than \$1m a year and accepted changes in tax deductions which would, in effect, increase taxes on the wealthy.

Mr Bush has made a series of concessions resulting in an overall package which targets the wealthy more than the initial deal rejected by the House. The final shape of the measures, especially the extent of savings on health provision and spending controls, was still being worked on yesterday. Both the House of Representatives and the Senate are due to vote in the next two days on the agreement intended to reduce the federal deficit by \$500bn over five years.

Early yesterday President George Bush signed stop-gap legislation keeping the government going, for the fourth time this month. The new deadline for final agreement is midnight tomorrow.

While the majority of House Republicans are likely to oppose the package, indications are that there will be sufficient support from House Democrats. Passage is also likely in the Senate.

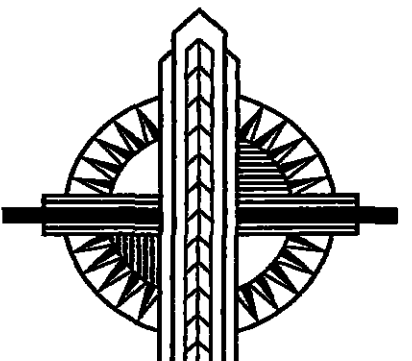
However, the outcome could still be close because of the worries of some Democrats about the proposed limits on tax deductions, which could affect states with high local taxes.

With the November 6 midterm elections now only 11 days away, both sides have been keen to end the weeks of tortuous negotiations which have eroded Mr Bush's political standing and led to widespread criticism of Congress.

Democrats were happy to compromise on the surtax, believing they can present themselves as defenders of the ordinary American, while Republicans are identified with the interests of the rich. Shifting tax balance, Page 3

Editorial Comment, Page 18

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EUROPEAN NEWS

Commission defends its support for IT research

EUROPEAN Community programmes have helped galvanise European information technology (IT) companies into doubling their research and development spending over the past four years and raising their market share, according to a senior community official, writes David Buchanan.

Mr Michel Carpentier, director general of the European Commission's IT division, will use a speech in Stockholm today to rebut criticism both inside and outside Brussels that the commission is frittering away large amounts of money on R&D projects which have failed to make European industry more competitive.

Mr Carpentier claims that community R&D programmes, amounting to Ecu5.7bn (£3.5bn) over the 1990-94 period, "constitute the most efficient policy instrument for the European Commission to promote the competitiveness of European industry".

They are the best way, he says, of reversing "the vicious spiral whereby IT companies, making inadequate profits from low margins with inadequate market shares, can no longer afford the R&D to develop innovative and competitive new products."

Clearly stung by criticism from other EC officials cited in the Financial Times earlier this week, Mr Carpentier says that in the first five years of the Esprit programme, 152 projects contributed to new products or services, 118 to tools and methods, and 10 to international standards.

The Commission is putting Esprit's wares on show in a major exhibition in three weeks time in Brussels.

Yet public questioning of some Community & D has found a certain high-level scepticism within the Commission this week, one official admitted.

According to an advance text of his speech today to the Swedish Academy of Engineering Sciences, Mr Carpentier concedes the need for Brussels to make an additional effort to coordinate policies aimed at "more horizontal" goals, to give users, as distinct from producers, more weight in innovation, and to consider "a new distribution of tasks" between the Commission and EC member states. This last issue might be tackled when governments meet shortly to negotiate political and economic union.

There is no question of Brussels trying to keep going all research teams whose national funding has dried up, Mr Carpentier says, pointing out that the Commission only backs one in five proposals submitted. The Commission, however, plays no dirigiste role because this "rigorous selection" of projects is based on independent expertise. Brussels leaves intellectual property rights to the companies involved, but obliges them to share the fruits of R & D among themselves.

Shop turn-over

The Czechoslovak parliament yesterday overwhelmingly approved a law to turn over to private hands about 100,000 small shops and enterprises nationalised in 40 years of communism, Reuter reports from Prague.

Czechoslovak PM favours VW proposals for Skoda

By William Dawkins in Paris

RENAULT and Volvo yesterday received a discouraging response to their joint offer for a partnership deal with Skoda, the Czechoslovak car maker, apparently improving the chances of Volkswagen, the rival suitor.

Mr Marian Calfa, the Czechoslovak prime minister, said the German approach was "more shrewd" and showed "that they know our mentality better."

He told La Tribune de l'Expansion, the financial newspaper, "The French arrived late on the scene. Secondly, the French started by visiting ministries, while the Germans went to factories. Thirdly, the French came here while the Germans invited our people to Germany. Fourthly, you must understand that these (the Germans) are our neighbours."

Mr Calfa emphasised at the same time that the Prague government and Skoda had not yet made a final decision, due by mid-November. The suitors are eager to build up an eastern European presence as the European motor industry enters a new restructuring phase.

Renault and Volvo are seeking a 40 per cent stake in Skoda and have proposed a FF13bn (£1.5bn) investment plan to modernise and enlarge the Czechoslovak car maker over the next decade. Volkswagen has tabled a DM5bn (£1.5bn) plan and is also looking for a large stake in Skoda. Both schemes would lift Skoda's annual capacity from the present 180,000 cars to about 400,000 cars in the second half of the decade.

Renault and Volvo initially

had proposed production of a single small car, said by Mr Calfa to be out of touch with Czechoslovakia's real needs for a larger family-sized vehicle. He made no reference to the content of a second proposal from Renault and Volvo, for production of two cars, a small vehicle and a family range, larger than Skoda's two-year-old Favorit hatchback. Both are entirely new models, which had been prepared for future Renault ranges.

Another other new element in the French and Swedish proposal, asked for by the Prague government and presented by Renault in Prague a week ago, is a FF400m technical training scheme for Czechoslovak engineers.

Renault officials expressed polite bafflement at Mr Calfa's remarks.



Skoda cars are checked before release from the Mlada Boleslav factory

Nato ushers in new era — and Soviet marshal

By David Buchan in Brussels

NATO'S MILITARY chiefs yesterday ushered in a new era with an annual strategy review that included a friendly meeting with their Soviet counterparts and a new focus on such areas of instability as the Middle East.

Marshal Mikhail Moiseyev, the Soviet chief of staff, paid his first visit to NATO headquarters and told the western alliance's military committee that his country had no threatening designs on any country.

However, the committee's Norwegian chairman, General Vigleik Eide, said that even after the imminent east-west troop reduction accord, the Soviet Union's residual forces would be "by far the dominating military power in Europe".

Therefore, he said, the concern voiced by Marshal Moiseyev yesterday, about NATO enduring beyond the collapse of the Warsaw Pact, left him and the other NATO chiefs of staff on the military committee unmoved.

But Gen Eide hoped that

Nato's military contacts with Moscow would proliferate and was confident that Nato, which now faced "a multitude of risks rather than a single identified enemy," would increasingly agree with the Soviet Union on "areas of common interest such as the Gulf".

This made clear that Nato's inherently conservative military is now following closely behind their political leaders in rapprochement with Moscow.

Gen Eide echoed calls by Nato's international staff, led by its secretary general, Mr Manfred Wörner, for a redefinition of what threats were considered to be in Nato's ambit.

Recalling that Nato leaders had explicitly reconfirmed their guarantee to Turkey against any Iraqi attack, the general said: "We are taking steps to monitor this, because we have the responsibility to respond." But for the moment, he said, there was no indication of an imminent threat to Turkey, Nato's most easterly ally which borders on Iraq.

Lufthansa takes off for Berlin at the weekend

By Leslie Collett in Berlin

LUFTHANSA, the German airline, will again rule the air routes to Berlin when it begins regular flights to the German capital on Sunday for the first time since the Second World War.

With the end of the western allies' monopoly on air links between west Germany and Berlin, Lufthansa will control nearly 60 per cent of the market. British Airways is fighting to hold on to the highly lucrative remaining share which Lufthansa and the German Transport Ministry insist it should relinquish over the next two years.

PanAm, whose inner-German service was recently bought by Lufthansa for \$150m, will initially carry out most of the Berlin flights for the German carrier, but by next June Lufthansa will fly all routes with its own aircraft.

Mr Burkhard Kleier, Lufthansa spokesman in Berlin, said yesterday the airline was also considering boosting its 49 per cent share into a majority stake in Air France's Euro-Berlin which serves the city.

The end of allied domination of the air routes to Berlin also brings eight other new airlines to west Berlin's Tegel Airport, including Aeroflot, the Soviet airline, which previously flew only to Schönefeld Airport outside east Berlin and Swissair which resumes service to Berlin interrupted in January 1943.

Mr Horst Wagner, the head of Berlin's transport department, criticised Lufthansa for failing to make use of Schönefeld Airport but was reminded by an official of the state-owned airline that it flew where its customers wanted it to go.

Soviet republic accuses Moscow of stirring up passions of small nationalist minority

Fears of ethnic violence in Moldavia

By Leyla Boulton in Moscow

FEARS of ethnic violence in the Soviet republic of Moldavia increased yesterday as Romanian nationalists set out by bus to stop a Turkic minority from breaking away.

The 150,000-strong Gagauz minority yesterday brought forward elections to formally create a separate republic, ignoring a request by the government of Moldavia, a border territory populated mainly by ethnic Romanians, to postpone the vote.

Ms Natalya Pascal, a spokes-

woman for the Moldavian Popular Front, said that volunteer detachments were setting off for the southern Gagauz region to block the elections. But she rejected a Moscow Radio report that Moldavia was on the brink of civil war.

"The volunteers are not armed," she said by telephone from Kishinyov, the Moldavian capital. "I know all this must sound very wild to you in the West but the Gagauz have no historical right to that land."

She said the Moldavian parlia-

ment, which in June adopted a sovereignty declaration, was meeting in an emergency session to consider how to deal with the crisis.

Meanwhile, thousands of demonstrators in Komrat, the Gagauz capital, vowed to fight any attempt to stop the election. "The situation is very complicated and everything points to bloodshed," said Mr Pyotr Buzadshi, a member of the council running the self-proclaimed Gagauz republic, set up in August. The

Gagauz crisis is similar to other attempts by small minorities to claim sovereignty as the republics they belong to seek greater freedom.

Ms Pascal accused the Kremlin of helping to stir up Gagauz passions to thwart Moldova's own bid for sovereignty.

In Moscow, the Russian parliament convened a special conference of the republic's super-parliament on November 24 to consider a new constitution as well as economic and social reforms.

Albanian writer seeks asylum

By Laura Silber in Tirana

ALBANIA'S best known writer, Mr Ismail Kadare, yesterday asked for political asylum in France in a move which casts a shadow over the authorities' commitment to reform and human rights.

Speaking from Paris, Mr Kadare, 54, said he was "convinced that the communist leadership has no intention of enlivening the political reforms of eastern Europe. I have expressed very clearly the need for a rapid, profound and complete democratisation of the country."

Mr Kadare, who was a vice-chairman of the Democratic Front, the country's largest communist-backed political organisation, published an article last summer in which he accused the leadership of "drawing up lists for the persecution of intellectuals."

An Albanian intellectual in Tirana applauded Mr Kadare's decision to defect. "Albania's most important writer was in great danger in Tirana," he said.

A member of the Foreign Ministry said he feared that Mr Kadare's decision to seek asylum "left the country's intellectuals with no option, except to leave."

But Mr Ymer Minkhoshi, the head of Albania's union of journalists, insisted that "Albania is a free country. I don't understand Mr Kadare's decision."

Although Albania has adopted some reforms, the orthodox communist regime insists that the ruling Party of Labour will remain the only legal political institution.

At the closing session of the Balkan foreign ministers' meeting, the Albanian authorities yesterday adopted a document which includes guarantees of human rights enshrined in the Helsinki Final Act upon which the Conference on Security and Co-operation in Europe (CSCE) is based.

Mr Antonis Samaras, the Greek foreign minister, said that if Albania wanted to join the CSCE "we need some tangible proof that they are indeed walking this path (of reform)."

Albanian intellectuals remain sceptical about change. Some say that the reforms are merely cosmetic and designed to attract western aid.

Divided Georgians go to polls agreeing only on independence

First multi-party elections since annexation 70 years ago are set to pave the way to break with Moscow, writes Leyla Boulton

MULTIPARTY elections in the Soviet republic of Georgia on Sunday are expected to finish off a communist monopoly on power and pave the way for a gradual break with Moscow 70 years after its annexation by the Bolsheviks.

All 35 parties in the election, ranging from the Greens to the communists, say they want to resuscitate a free Georgia. The three-month strong national union with deep Christian roots is desperately proud of its culture and tradition of independence. A short-lived social democratic government was overthrown by the Red Army in 1921.

But how soon Georgia leaves the Soviet Union, assuming it can set its own pace, will depend on two factors. The first is how far dozens of squabbling parties manage to work together — "everybody is trying to pull the blanket towards themselves but the blanket is very small", as one political commentator described the rivalries. The other is how quickly a viable Georgian economy is able to rise from the ruins of the Soviet administrative-command system.

Eleven electoral blocs — most of them alliances of parties — will be presenting lists for 280 seats in a previously all-communist parliament. Several other parties are boycotting the elections, and have formed their own national congress. They say the election on Sunday will simply preserve Soviet domination.

When Soviet troops armed with sharpened spears and toxic gas killed 20 nationalist demonstrators in Tbilisi in April last year, the authority of the ruling communist party was all but destroyed.

Recently the party was forced by public pressure to take down a statue of Lenin in the Georgian capital's main square and another in front of their own headquarters. Demonstrators who occupied a key railway line this summer forced the communist parliament to speed up legislation for multi-party elections.

But in a sign that voters may be tiring of mud-slinging between opposition groups, the communist party has been projected by one local survey to win as much as 30 per cent of the vote — more than any other single group.

While such an outcome would not in itself represent a victory for the communists, it would mean that opposition parties would have to unite to keep the upper hand in a coalition government.

The communist party, from its arrogantly luxurious central committee headquarters in Tbilisi, is working hard to project a new image. Mr Givi Talakvadze, the local party's smooth chief of ideology, says for instance that Georgia will not in the foreseeable future sign a union treaty — President Mikhail Gorbachev's proposal to bind the 15 Soviet republics into a confederation of sovereign states.

At the rally in the little town of Gori, a bearded Orthodox priest tells voters not to vote communist. "We were slaves for 70 years but now Christ will save us from the Satan who came from Moscow," he says to loud applause.

A woman starts shouting that the Round Table is doing nothing about her personal problems. The meeting looks as if it is about to disintegrate into chaos as other by-standers start shouting, "You see, this is a provocation of communists. They said people here to cause a quarrel," says Mr Gamsakhurdia, as his supporters struggle to restore calm.

Another problem looming is

claims by some of the ethnic minorities who make up 30 per cent of the republic's population. Mr Gamsakhurdia, and even arch-rivals such as Professor Nodar, Notadze, the respected chairman of the centrist Popular Front, believe recent trouble in the autonomous regions of Ossetia and Abkhazia is being stirred up by the Kremlin.

The toughest challenge will be to dismantle traditional economic ties with the Soviet Union. This is why most nationalist leaders say there must be an unspecified transition period to independence.

Professor Notadze says quite simply that it will depend on how long it takes for the Soviet economy to disintegrate.

Mr Demuri Dvalishvili, the Georgian finance minister, says key legislation for a market economy, will be put to parliament after the elections, including provisions for private property and full protection of foreign investment.

Even this career communist, who supports signing a limited union treaty with Moscow, is adamant that Georgia should have its own currency and manage its own economy.

At present every Georgian joint venture with a foreign company must be registered in Moscow. Even places at the republic's famed resorts are mainly distributed by Moscow authorities. And in an economy where raw materials and goods are still in tribute distributed by central planners, the Kntaisi car works needs 100 different inputs from all over the Soviet Union.

Endemic corruption — which according to the minister extends "from government circles to lower down, especially the spheres of production" — will be another obstacle to reform.

With only four international telephone lines available to them, many Georgians touchingly see their salvation in renewing economic and political links with the west after 70 years of Soviet-imposed isolation.

Mr Roland Djalagania, a new-style entrepreneur who carries a crocodile leather briefcase, has already set up an unofficial Euro-Georgian Development Agency to attract western investment. "When I went to England I had to explain from scratch who the Georgians were," he said.

Shell opens court appeal over costs of clean-up

By Richard Lapper in London

SHELL, the petroleum group, yesterday applied to the Netherlands' highest court in The Hague, against a provisional lower court verdict ordering it to meet the multi-million dollar costs of cleaning up a polluted site at Gouda near Rotterdam. Shell manufactured the pesticide, drin, at the site.

If Shell loses its appeal, the Dutch environmental ministry says it could have to pay £110m (\$64.7m): this would represent one of Europe's highest awards against a company for environmental damage.

The court could take up to six months to issue a verdict. Shell is by far the biggest of 140 companies being prosecuted by the Dutch government under a 1983 law, the Interimwet Bodemsanering, obliging companies to pay for pollution. Akzo, the Dutch chemical company, is also named in one of the suits. Many of companies named are in chemicals or related sectors.

The environment ministry says the government may eventually take action against up to 300 companies although it regards the Shell case as pivotal. The Shell case is also seen as a test case for the cost of European environmental risks is rising, as legal regimes gradually become tighter.

In the US, where a strict liability regime has been in force for more than 10 years, the cost of federally ordered clean-ups is expected to exceed \$100m.

Several companies, including Shell, have been locked in litigation with their insurers about who should pay.

In Europe, the EC is expected later this year to draft a paper outlining a strict liability regime (in which polluters can be found liable without negligence being proved) for civil pollution.

Hungarians queue to beat petrol rise

Hungarian drivers lined up outside petrol stations across the country yesterday to beat a large price increase planned for midnight last night, writes Nicholas Denton in Budapest.

The ruling states when the government failed to deny a press report in the Wednesday issue of Magyar Hirlap, an authoritative daily, that petrol prices would rise by 60 per cent to 56-62 forints (about 50p) per litre.

Yesterday the government confirmed the increase, which will boost inflation beyond the current 27 per cent towards 40-50 per cent in the first quarter of 1991.

British Gas fears for east German stake

British Gas fears that political pressure will prevent it obtaining the 20-35 per cent stake it wants in the east German gas company Verbundnetz Gas, writes David Goodhart in Bonn.

Mr Peter Lehmann, head of new business at British Gas, told a news conference in Berlin: "We're worried that west German companies will get all the shareholdings."

Two west German companies already have significant stakes: Ruhrgas has 33 per cent and E.ON AG 10 per cent. But these stakes were agreed before the present team of internationally-minded west German businessmen took control of the Treuhander, the body in charge of privatising east German industry.

British Gas, which wants to invest up to DM1bn over the next five years, believes the decision of the Treuhander, expected over the next few days, will be a test case for just how open east Germany is to foreign companies. However, the British company has competition from other non-German companies.

It is investing DM250,000 in converting east-iron gas pipes in Berlin and Leipzig.

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DENSITRON INTERNATIONAL PLC				
Interim Report 1990				
GROUP PROFIT AND LOSS ACCOUNT (Unaudited)				
for the 6 months ended 30 June 1990				
Corrected Column Headings from issue of 24.10.89				
Year to 31 December 1989	6 months to 30 June 1990	6 months to 30 June 1989	6 months to 30 June 1988	6 months to 30 June 1987
0000	0000	0000	0000	0000
23,004	Turnover	13,089	10,252	
(21,588)	Operating Expenses	(12,569)	(9,718)	
1,74	Operating Profit	78	142	
1,242	Interest Income	433	491	
1,416	Exceptional Items	506	633	
1,416		506	633	
69	Share of Profits Less Losses of related Companies	7	80	
(1,478)		(519)	(708)	
(1,478)	Interest Payable Less Receivable	(140)	(159)	
1,112	Profit on Ordinary Activities before Taxation	376	560	
54	Taxation United Kingdom	34	59	
(588)	Overseas	(204)	(218)	
588	Profit on Ordinary Activities after Taxation	172	325	
(4)	Minority Interests	11	11	
64		183	335	
(214)	Extraordinary Items (net of tax)			
570	Profit for the Period	183	325	
1,350	Earnings per Share	1.13p	2.00p	
2,38p	Dividend per Share	0.70p	0.70p	

Notes:
1. The results for the year 1989 are taken from the full accounts on which the Groups auditors made an unqualified report and which have been delivered to the Registrar of Companies.
2. Further copies of this statement may be obtained on request from the Secretary.

Highlights from the Chairman's Statement:
Despite a growing order book, the first half year results continued the disappointing profit trend shown throughout 1989. As a result of currency fluctuations and delayed deliveries from suppliers, forecasts for the remainder of the year are difficult to predict with any degree of accuracy.

The Directors have decided to pay an unaudited interim dividend of 0.70p per share, to be paid on 14 December 1989 to those shareholders on the Register at 15 November 1989.

Densitron International PLC, Unit 4, Airport Trading Estate, Biggin Hill, Westerham, Kent TN16 3BW

محور اقتصادي

AMERICAN NEWS

US budget plan shifts tax in progressive direction

Peter Riddell on congressional estimates that show changes in burden along lines sought by Democrats

THE latest US budget plan has shifted the balance of tax changes in a more progressive direction, as congressional Democrats have been pressing.

While final details were still being worked on yesterday, preliminary estimates by the staff of the joint committee on taxation show how the impact has changed since the original "budget summit" plan, which was rejected by the House of Representatives three weeks ago.

The accompanying table shows changes in the burden of both federal income and indirect taxes for differing income groups. There has been a clear shift in a progressive direction, both at the bottom

and top ends of the income scale.

The shift reflects both changes in income taxes - now focused on the better off - and a scaling back of increases in indirect taxes, especially on petrol, which have a larger relative impact on lower income groups.

Overall, the share of the total federal tax burden paid by those earning more than \$200,000 a year will rise from 15.4 to 16.1 per cent.

In detail, the latest plan envisages:

- Levelling out the "bubble" in the tax code by raising the top marginal rate from 28 to 31 per cent for those earning more than \$185,000 a year (the exact threshold depends on

US BUDGET PROPOSALS: PERSONAL TAXATION: % CHANGE FOR EACH INCOME GROUP

Annual gross income levels	Original Plan	Senate Plan	House Plan	Latest Plan
Less than \$10,000	+7.8	0	-1.3	-2.1
\$10,000 to \$40,000	+2.9	+2.8	+1.0	+2.0
\$40,000 to \$100,000	+2.1	+2.6	+1.5	+2.1
\$100,000 plus	+1.7	+3.7	+7.4	+6.4

Source: Joint Committee on Taxation of US Congress and Financial Times

whether filings are joint or single) and cutting the rate from 38 to 31 per cent for those earning between \$78,000 and \$185,000.

- Phasing out the personal exemption worth \$2,050 per individual on a graduated basis (starting at \$100,000 and ending at \$225,000 for single filers and \$150,000 for couples). But this limit would disappear after five years.

threshold, each dependent or child would therefore equal an increase of 0.5 percentage points in the top tax rate.

- Three per cent of deductions from tax would be disallowed above \$100,000, indexed for inflation for single filers and \$150,000 for couples. But this limit would disappear after five years.

● The net effect would be to establish a marginal tax rate of nearly 32 per cent for families of four earning between \$100,000 and \$150,000, of 34 per cent between \$150,000 and \$225,000, and of 32 per cent for those above that level. So in effect a new bubble in the tax system would be created.

- Both the corporate and individual alternative minimum tax rates will be increased - from 20 to 22 per cent and from 21 to 25 per cent respectively. These limit the scope for reducing tax liabilities.

As a minor concession to the White House, the top capital gains tax rate will be set at 28 per cent, rather than at the top

marginal rate of income, as has applied since the 1986 tax reforms. This only benefits those now paying a 33 per cent rate.

The main other tax change from the original package is that the increase in the federal petrol tax would be only 5 cents to 14 cents, instead of a 12-cent rise, as originally proposed. However, unlike the original plan, heating oil tax would be left unchanged.

The overall effect is to broaden the base of US consumption taxes and to move away, to a limited extent, from the principles of the 1986 tax reform act which sought to simplify the tax code by reducing the number of rates and scope for loopholes.

Concern over US economy fails to depress car sales

US CAR sales in mid-October rose 15.1 per cent, confounding expectations that the auto market would weaken as a result of uncertainties in the economy and rising oil prices, Reuter reports from Detroit.

The increase in sales reflected, for the most part, an exceptionally weak period last year. However, analysts said the period between October 11 and 20 saw an annual selling rate in line with the industry's average for the year so far - indicating that the Gulf crisis has had virtually no effect on vehicle purchases.

Mr Michael Luckey, analyst with the Luckey Consulting Group, said: "These selling rates are showing that nothing has changed, despite the Middle East crisis, the federal budget and other problems."

The annual selling rate for the mid-October period was a relatively robust 7.1m units, compared to last year's 6.1m units, Mr Luckey said.

He added the selling rate had been running at about 7m cars on a year-to-date basis through September.

Mid-October US car sales were about 182,912, against 158,863 in the comparable period in 1989.

Virtually all the US-based producers had a buoyant period. The big three US car-makers, in particular, performed well in mid-October, considering the mixed results of the past year.

General Motors led the three with a sales increase of 15.1 per cent, followed by Ford, whose car sales rose 9.3 per cent. Chrysler's sales for the period were up 5.6 per cent.

Mazda led the Japanese companies assembling vehicles in the US with car sales up 17.5 per cent in the period.

Silber shockers hit home among disenchanted voters

Martin Dickson on the blunt-speaking Democrat seeking to be governor of Massachusetts

MR John Silber is that rare being, a politician who says exactly what he thinks. He is blunt to the point of rudeness; his voice often quivers with anger or contempt; and over the past few months he has made so many contentious policy statements that a phrase has been coined to describe them - Silber shockers.



US MID-TERM ELECTIONS

The 64-year-old president of Boston University and would-be governor of Massachusetts is unorthodox in other ways too. He is running on a Democrat ticket in one of the most liberal-leaning states of the union, yet in the past he has voted for that arch-Republican, Mr Ronald Reagan.

His diagnosis of America's ills - delivered with the high moral certainty of a puritan preacher - is distinctly conservative and far from comforting.

US society is seriously sick, he says. It is ravaged by a drugs epidemic; its schools turn out millions of functionally illiterate graduates; the family is breaking down as a social unit; and television is teaching children "militarism sweetened with hedonism". Instant gratification from food, sex and images of violence.

In normal times all this might seem like a sure-fire recipe for political oblivion, but in Massachusetts the times are far from normal.

That fact was brought home to the political establishment last month when Mr Silber, an outsider running for the first time, achieved an upset by winning the Democrat primary against a safe party insider, the dull but worthy Mr Francis Bellotti.

Texas-born and an academic philosopher by training, Mr Silber won because his independence of mind, refusal to judge issues, and contempt for the state's ruling Democrat establishment mirrors a deep disillusionment among voters.

They, rightly or wrongly, feel betrayed by the outgoing Democrat governor, Mr Michael Dukakis, over economic matters.

During the 1980s the state recorded a remarkable spurt of economic growth - the so-called Massachusetts miracle. Mr Dukakis, the dominant force in state politics for the past 15 years, claimed much of the credit when he ran unsuccessfully for the US presidency two years ago.

But now the miracle is no more. New England, of which Massachusetts forms the heart, is in recession and unemployment and taxes are rising as property prices slump.

Massachusetts is, nevertheless, an overwhelmingly Democratic state. It is the home base of the Kennedy family and, having cleverly distanced him-

self from the establishment, Mr Silber must be the frontrunner in the race for governor.

Yet the angry mood of the electorate and the particular nature of the two candidates, neither of whom conforms to party stereotypes, mean that voting patterns in 1990 are unusually unpredictable. The Republicans could snatch their first gubernatorial victory here in two decades.

Their candidate is Mr William Weld, a lawyer in his mid-40s, who represents the rebirth of a near-defunct political animal, the so-called Boston Brahmin - someone born into old New England money yet with liberal leanings. Previous incarnations include Republi-



John Silber: has support of business

can moderates such as Mr Henry Cabot Lodge and Mr Elliott Richardson.

Mr Weld is a tall, red-haired man with obligatory degrees from Harvard. He has an amiable, if slightly wooden, manner, five photogenic children and a wife who is a great granddaughter of President Theodore Roosevelt.

He is a lawyer who served in the early 1980s as US attorney for Massachusetts, where he gained a reputation as a tough prosecutor, notably in the fields of white-collar crime and the environment.

On the campaign's biggest issue - the economy - the two are true to their party colours.

The *laissez-faire* Mr Weld supports a controversial referendum initiative on the November 6 ballot paper - so-called Question 3 - which would roll back taxes to their 1988 level. He argues that only this will bring the Democrat-

controlled state legislature to its fiscal senses.

Mr Silber, whose platform includes much Keynesian pump-priming capital investment, has the support of business when he says passage of Question 3 would mean huge and instant cuts in government services and would be a recipe for "economic meltdown".

While attacking the Dukakis administration's economic record, and promising to cut out wasteful spending, he says this will take time. He will achieve the aims of Question 3, but over three to four years.

To support this contention, Mr Silber points proudly to his record at Boston University, which was a financial black hole when he became president in 1970 and is now a highly respected academic institution.

As he told Mr Weld in a recent televised debate: "I have the management, executive and fiscal experience so singularly lacking in your career."

Mr Silber's credentials as a social reformer have also been burnished by a unique and nationally renowned programme under which Boston University has taken over the running of schools in Chelsea, one of the city's most deprived districts.

His "tell it like it is" style and social concern go down well among traditional, conservative blue-collar Democrats, once the backbone of the party, who drifted away in the 1970s and 1980s as Mr Dukakis wooed more affluent liberal voters in the suburbs.

By contrast, Mr Weld's liberal views and tax-cutting policies have some appeal to suburbanites and others who are worried about certain aspects of Mr Silber's character, the flipside of which is a stern, school-masterly intensity, a certainty in the correctness of his views, and

a reputation for arrogance.

Mr Weld, capitalising on this, has dubbed him "Doctor know it all".

Mr Silber's stewardship of Boston University has not all plain sailing. In 1976 he suffered a staff mutiny, which was only quelled when the institution's trustees backed him. Supporters say he is dedicated and charming, and uses confrontation as a means of reaching the truth. Enemies describe him as intolerant of dissent, and vindictive.

So, to a large extent, the election is likely to turn on whether voters think he is temperamentally suited to be governor.

"People are wondering honestly whether they would unleash too much if they were to unleash him," says Mr Martininsky of Harvard University's Kennedy School of Government. "Do they want to see him on their TV screens every night for the next four years?"

Menem pledges Argentine grain to Soviet Union

PRESIDENT Carlos Menem of Argentina said yesterday he would be sending his foreign minister to Germany soon to negotiate credits for Argentine grain deliveries to the Soviet Union, Reuter reports from Moscow.

After two hours of talks with Soviet President Mikhail Gorbachev, Mr Menem said that Argentina and the Soviet Union could help each other overcome their economic problems.

"We have some factors in common, though we are not in a state of chaos like the Soviet Union," he said.

"We are going to conclude an agreement with German banks on credits so that German banks can help us supply grain and fodder to the Soviet Union."

He did not say how much Argentine grain Moscow wanted.

Pechiney denies nuclear waste dump negotiations

By John Barham in Buenos Aires

PECHINEY, the French state-owned metals group, yesterday denied allegations by Greenpeace, the environmental pressure group, that it is negotiating construction of a nuclear waste dump in Patagonia. A company spokesman said: "We have had no contacts with the Argentine government about this."

Greenpeace said on Wednesday that Pechiney was planning a \$30m nuclear dump in the Patagonian province of Chubut.

According to Greenpeace, President Carlos Menem met Pechiney directors twice to discuss building a dump. Greenpeace said Pechiney had estimated that the site would cost \$30m to build and would yield a \$27m profit during its 10 year life. The profit would be split equally between Argentina and

Pechiney. Greenpeace said Pechiney planned to build the site in association with an Argentine construction company.

Mr Manuel Mondino, head of Argentina's nuclear energy commission, speaking from Moscow, said: "We do not need this dump until well into the 21st century, so there is no possibility of doing anything now."

Argentina's trade surplus rose to \$723m in August, bringing the surplus in the first eight months to \$5,854m, more than the annual average of the past five years. The improving trade figures are because of a deepening domestic recession, which has forced companies to export more and to reduce imports. Exports in August were \$1bn and imports were \$277m.

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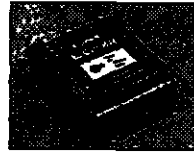
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Savings and loan rescue plans announced

THE US government plans to spend \$62.2bn (\$31.5bn) on bailing out the country's savings and loans industry in the six months from October 1 1990, the Oversight Board said, Reuter reports from Washington.

The board, which is the policy-making arm of the thrift rescue agency, the Resolution Trust Corp (RTC), said that of the total, \$23.9bn would be used to bail out thrifts, while \$38.9bn would be working capital, which the RTC must repay.

The plan is dependent on action by Congress to approve funding.

The action will allow the RTC to sell or liqui-

date about 192 insolvent thrifts during the six months, bringing the total number of S&Ls sold or liquidated since the RTC started operating on August 9 1989 to about 479.

Of the \$23.9bn in loss funds, \$11.3bn would be new money provided by the Treasury, while \$12.6bn would come from the sale of Resolution Funding Corp (Reifcorp) bonds. Reifcorp auctioned \$bn of these on October 11.

Oversight Board officials said the plan could go ahead if Congress provided the necessary loss funds and agreed to ease the RTC's current borrowing constraints.



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The Marketing Awards reward excellence in the marketing of unit trust and other personal finance products by independent financial advisers.

The winner of the competition, who will receive a week's holiday in Rio de Janeiro with tickets courtesy of Swissair, will be announced at a celebratory lunch in London on 7th November 1990. The guest of honour will be Sir Gordon Downey, Chairman of FIMBRA.

FIRST AMONG INTERMEDIARIES

Manley moves to deregulated state

Canute James on Jamaica's shift away from a state-driven economy

MR MICHAEL Manley, the prime minister of Jamaica, most usually associated with a belief in the state-driven economy, has set the country on the course of what he calls widespread deregulation. Just over a decade ago, Mr Manley's administration had been committed to a policy of state control of the "commanding heights" of the Jamaican economy.

"We are making a radical change in direction," said Mr Manley. "This will, among other things, involve the free play of market forces in the determination of prices. This is the only way that we will begin to ensure, in the long run, efficient use of our resources. The state is not ideally suited to create additional production through direct involvement in productive activity."

The new direction indicates the degree to which Mr Manley's opinions have changed in the past 10 years. However, the promised deregulation is also intended to meet International Monetary Fund conditions for the negotiation of a credit facility.

Current efforts at deregulation are more fundamental than the degree to which Mr Manley's opinions have changed in the past 10 years. However, the promised deregulation is also intended to meet International Monetary Fund conditions for the negotiation of a credit facility.

Mr Seaga dismantled an unwieldy system of import controls through licensing, brought some order to the tariff system and started the divestment of some state enterprises.

The most dramatic of Mr Manley's moves so far has been the floating of the Jamaican dollar.

The currency's parity had been fixed by the government but was subject to frequent devaluations, falling by a cumulative 70 per cent under Mr Seaga's administration in the 1980s. It has fallen by a further 21 per cent since Mr



Michael Manley, the prime minister (left), has taken deregulation further than Edward Seaga, his predecessor. Manley took office 20 months ago.

Since the floating of the currency a month ago, with the rate being determined through an average of those used by commercial banks, the local dollar has depreciated by a further 12.5 per cent against its US counterpart.

Despite the significance that the government has attached to the move, the exchange rate is still subject to some rather crude government intervention.

The central bank is buying 25 per cent of the hard currency flowing into commercial banks, using a rate determined by the weighted average. Any bank which buys at a rate far exceeding this figure will therefore incur losses.

The economy is still prey to demand management policies, with money being scarce and expensive. Credit ceilings and controls on wage increases have helped reduce the volume of local currency which could be used to buy the value of the Jamaican dollar.

This, plus the inflation rate - which is expected to be about 20 per cent this year - has meant that there has been no reduction in interest

which is used, but the shortage of foreign exchange which determines the exchange rate. If foreign exchange is short, the currency will be devalued.

Behind the arguments, however, is clear concern within the administration that previous policies have failed to pull the economy out of its quagmire. With a foreign debt of \$4.5bn - at a per capita level higher than Latin America's larger debtors - the economy is strapped for foreign currency to meet its obligations. Structural adjustment programmes implemented by Mr Seaga were unpopular and are widely held to have contributed to his heavy defeat in the last general election.

Central bank officials say the economy is likely to grow by about 3 per cent this year, against 4.5 per cent last year, aided by expansion in key sectors such as bauxite, tourism, sugar and bananas. The merchandise deficit of \$280.5m in the first seven months of this year was \$171m less than that of the corresponding period last year.

But successive governments have not found the money to rebuild social services such as health and education and make any significant, long-term, impact on unemployment. The fall in the value of the currency and the increased cost of oil has led to a round of price rises which will severely affect the poor among Jamaica's 2.3m population.

Government officials have promised a further freezing of exchange controls, credit and wage restrictions. Mr Manley says that, despite the cost, the government will press ahead with the programme.

"It is not going to be easy to move from old patterns and habits to new conditions," the prime minister said. "But the more carefully we manage this period of transition, the quicker we will emerge on the other side with a more efficient economy."

President of IADB sets new date for visit to Peru

INTER-American Development Bank president, Mr Enrique Iglesias, said he would reschedule a visit to Peru to November 4 and 5, when he will lead a team to consider new loans for the country after a five-year freeze. Reuter reports from Washington.

Mr Iglesias was due in Peru next Monday, but decided he needed more time to set up a mission to assess Peru's credit needs. "We needed more time to set up the team," he said.

Mr Iglesias will be the highest-ranking financial official to visit Peru since President Alberto Fujimori took office on July 28.

Mr Fujimori has promised to mend fences with the country's creditors.

The team will study new projects suspended since 1985, when former leader, Mr Alan Garcia, alienated Peru from the financial community by putting a cap on foreign debt payments.

The World Bank last week sent a team of more than 20 technicians to study Peru's financial needs. The country, which has a total foreign debt of \$20bn, is seeking a loan of \$2bn from industrial countries in order to clear its arrears to financial institutions.

Ms Rattas chaired a closed session on Wednesday of the congressional panel investigating the military's nuclear activities.

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French killed in crash Cuba's Civil Aviation Institute said yesterday that three French nationals and a German citizen among the 10 people killed when a Cuban airliner crashed near the eastern city of Santiago de Cuba on Wednesday. Reuter reports from Havana.

The institute had originally identified the four foreigners killed as Cubans.

It named the dead as Francisco Chariet, Henry Amis and Joseph Pinos, all French, and Barbel Wahlers, a German woman. The remaining six killed were Cubans.

Of the total 21 injured, 12 were Spanish tourists.

The other nine were Cubans and included a popular singer, Miguel Angel Pina, who was in critical condition.

The Soviet-made Cubana de Aviacion YAK-40 crashed early on Wednesday in an isolated wooded plateau with no access roads. Officials said difficulty of access to the site hampered rescue efforts.

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Mohawks visit World Court

A GROUP of Canadian Indians visited the World Court yesterday to see whether they could take allegations of police repression to the legal arm of the United Nations, a court official said, AP reports.

The official said approximately 15 Mohawk Indians were among a delegation touring Europe to gather support for the Indians following last summer's showdown between the Mohawks and police in Oka, Quebec.

The group toured the Peace Palace, home of the World Court, and asked several questions about article 34 of its statutes, according to the court official, who spoke on condition of anonymity.

Article 34 says the International Court of Justice, also known as the World Court, may only try disputes among nations.

In 1986, the court turned down a request by the Mohawks' Six Nations Confederacy to consider a land claim because of that statute.

US relaxes immigration controls

CONGRESSIONAL negotiators have reached agreement on allowing hundreds of thousands more immigrants into the country, particularly those with the US skills, Reuter reports from Washington.

The last hurdle to the legislation was removed on Wednesday night. A compromise was reached when House and Senate sponsors of competing bills agreed to establish special visas for foreign investors wishing to start businesses in depressed rural and urban areas.

There was also agreement to provide a temporary legal haven for Salvadorians fleeing violence.

"It's a good blend," said Senator Alan Simpson, who had threatened to block the legislation's passage if greater emphasis was not placed on screening applicants for criminal records and skills needed in the US. He had also called for stronger measures to deport illegal immigrants.

Aides to House sponsors of the measure said the House

would pass the legislation before Congress adjourns this weekend.

Current law allows some 450,000 foreigners to immigrate to the US each year, but requires that 90 per cent of these have close relatives with established US citizenship.

Only 54,000 so-called "classic" immigrants seeking job opportunities, but with no relatives, are let in annually. Under the compromise, the total cap would rise to 700,000 immigrants a year from 1992, falling back to 675,000 from 1995.

The existing preferences for immigrants with professional or educational skills would increase to 140,000.

The agreement also raises the influx of immigrants allowed to reunite families from 436,000 a year to 505,000 over the next three years, falling to 480,000 in 1995.

The US had few formal immigration policies until the 1920s, when country quotas were first established. Those quotas were changed

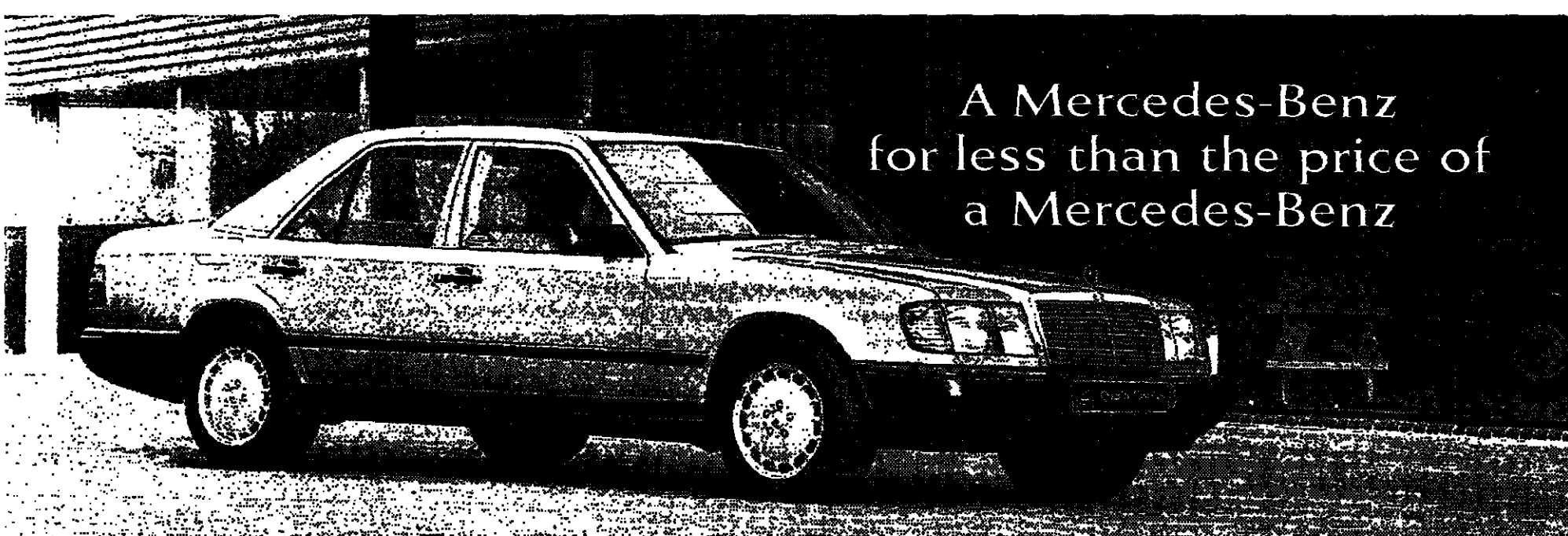
in 1965 in order to shift the emphasis towards keeping America's immigrant families together.

Mr Bruce Morrison, a key author of the compromise, said the new legislation "includes language to provide temporary protection to Salvadorians who fear bloodshed in their homeland while strengthening provisions to exclude criminals and terrorists."

Mr Simpson had vehemently objected to provisions in the House bill that would have granted three-year stays of deportation for illegal Salvadorians, Lebanese, Liberians and Kuwaiti immigrants.

Under the compromise, those people would be given 18 months in which to establish legal status.

The accord also includes Mr Simpson's demand for 10,000 special visas for foreign investors who, as immigrants, seek to establish businesses in depressed rural and urban areas. Such businesses must employ at least 10 American workers.



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WORLD TRADE NEWS

Japanese telecom group hunts out foreign suppliers

By Ian Rodger in Tokyo

NIPPON Telegraph and Telephone (NTT) is intensifying efforts to procure high technology equipment overseas for its telecommunications network.

In particular, the Japanese telecommunications company will seek to establish projects with foreign companies to design and develop specific products for the network.

NTT's foreign purchases amounted to ¥500m (£265m) last year, just over 5 per cent of its total purchases.

The company, and Japan as a whole, have been criticised by the US for not importing more equipment in this field where many North American and European companies are competitive.

NTT has tried to increase its foreign purchases in recent years, holding seminars in Europe and the US and publishing its requirements widely.

However, the response has been disappointing, especially from European companies. Of 59 foreign applications last year to participate in tenders for various types of sophisticated telecommunications products none were from European companies.

Also, only two-thirds of NTT's

foreign purchases are of high tech products; the rest are items such as office desks, paper for telephone directories and so on.

Mr Masashi Kojima, president of NTT, said yesterday that if NTT just continued with its existing policies on foreign procurement, growth in this area would probably slow down.

However, he said the company had decided to become more aggressive, seeking out foreign companies to become product development partners. It would also invite some companies directly to participate in tenders. "Already two or three trials are being made," he said.

He cited one case of NTT needing smaller and more powerful dry cell batteries for its mobile telephones. It learned that one of the most advanced companies in the world in dry cell technology was in Canada, and so it sought out the company and established a joint development venture.

Similarly, Northern Telecom has developed a small scale switching system for NTT that has led to substantial orders from the Japanese utility.

NTT share price support package, Page 38

Brazil eases high tech import ban

By Christina Lamb in São Paulo

BRAZIL is to lift its ban on imports of some information technology products from January.

The move, allowing for the first time entry of goods such as mainframe computers and fibre optics is the Collier administration's most significant step to date on opening up the economy. Information technology was the most protected sector of the economy, with a list of 303 banned products. The ban will remain on 47 items. However the products dropped from the list represent only 20 per cent of Brazil's \$35m information technology market. Tariffs on these goods will be 65 per cent, gradually reducing to 40 per cent in 1994.

Since Brazil's new policy of opening up to foreign competition was announced in July there has been intense lobbying by computer companies to retain their share of the market originally guaranteed until October 1992. However, other Brazilian industries complained they could not modernise in order to compete unless they were free to import high technology goods.

Dr Jose Goldenberg, the minister for science and technology, said the move meant some information technology companies would go out of business.



Clergymen demonstrating yesterday over the South Korean government's stance in the Uruguay Round negotiations. Seoul is pressing its case over farm trade, shipping and patents

Japan offers to cut tariffs by 57%

By William Dullforce in Geneva

JAPAN has offered in the Uruguay Round trade talks to cut import tariffs by 57 per cent. This more than matches the 43 per cent offer by the US.

Earlier Japan had offered to eliminate tariffs on more than 2,000 industrial products, provided their major trading partners followed suit.

They have now added another 1,000 items on which tariffs would go.

Products covered in the Japanese list include chemicals, pharmaceuticals, paper, steel and aluminium. They are much the same as those covered in US and Canadian offers.

The European Community has proposed some zero tariffs, notably on pharmaceuticals, but the EC delegation has reservations. By pushing for zero tariffs only in products where they were competitive, the US,

Canada and Japan could be making it more difficult to strike compromises in other areas, an EC official said.

Tokyo, for instance, wants to maintain fairly high tariffs on some agricultural imports. The US has been reluctant to reduce barriers on textile imports, although US officials said their latest offer to cut tariffs covered both agricultural and textile products.

Nato looks to reduce defence trade barriers

By David Buchan in Brussels

THE ARMS procurement chiefs of Nato's 16 members have set up a taskforce to study ways of improving defence trade within the western alliance.

Spurred by the prospect of smaller defence budgets and the need to rationalise their arms industries, Nato's Conference of National Armaments Directors (CNAD) has decided to launch a six-month study into trade barriers and curbs on technology transfer and foreign ownership that fragment the Nato arms market.

The initiative is the work of Mr William Taft, the US envoy to Nato. Though the US is as protectionist as its allies in

defence, Mr Taft, a former deputy secretary of defence, has called for a "Defence Gatt" to reduce barriers to military commerce within Nato.

The task force will report to next April's CNAD meeting. A Nato diplomat yesterday predicted that it would also consider whether and how Nato allies could co-ordinate arms sales policies towards third countries.

This issue has been pushed to the fore by western sales to Iraq, but it is also acutely sensitive since it is often the differences between these western export policies that give rise to sales.

Danes in Hungary venture

By Nicholas Denton in Budapest

HUNGARIAN authorities have come out in favour of Balica Finans, a Danish property group, in a competition to develop a Budapest island. This paves the way for possibly the largest single foreign investment yet in Hungary.

The Balica Finans bid envisages a \$840m (£426m) investment in building a hotel, shopping and business centres in a joint venture with Ganz Danu-

bis, a state-owned company. The site is the Obuda island property of Obuda Shipworks, a subsidiary of Ganz Danubius. The State Property Agency, the body which supervises privatisation, approved the proposal in principle on Wednesday.

The final go-ahead is conditional on financial guarantees from the Danish group and a commitment not to resell the property quickly.

The wealthy few who will miss the transferable rouble

Christopher Bobinski tracks a complex trail of profit-making

THE demise of the transferable rouble at the end of this year will be welcomed by all but a few.

The few, that is, who have laid the foundations of small fortunes, thanks to the intricate rouble accounting system of Comecon, the Soviet-led east bloc trading system, and a little help from the former West German treasury. The final months of the transferable rouble will be remembered by them with a mixture of gratitude and nostalgia.

Three factors made Poland an ideal place to convert soft currencies into hard ones - with large profits for entrepreneurs in the middle.

It all stems from the Soviet Union's trade deficit with Poland, an over-generous exchange rate between the D-Mark and the transferable rouble designed to smooth the former East Germany's passage to the west, and limited convertibility in Poland.

Mr Jan Steckiewicz, an official at the Polish Chamber of Commerce, reckons that the 10,000 private traders involved have made \$3bn profit. That is just for this year. Compare that with the \$4.2bn Poland spent in imports for the first nine months of 1990 or the annual \$1bn the World Bank has earmarked for Poland.

The transactions, which concentrated mainly on computers and video equipment, were carried out from the Far East by Poland's small private computer traders.

Many of these astute entrepreneurs first started making money in the early 1980s by flooding Poland with computer imports which were exempt from duty. Two years ago, they turned to the Soviet market when demand at home had tapered off.

This year, as access to hard currency held by Poland's National Bank was eased, these goods could be paid for in the Far East by dollars bought for zlotys.

This is one of the reasons Poland's soft currency trade surplus with the Soviet Union grew. And the Polish government found itself flush with roubles, so much so that it was faced with the prospect of repaying its \$850m Soviet debt earlier than it envisaged - much to the chagrin of the International Monetary Fund.

The Polish government decided to take action. During the summer, it cut the value of the rouble for those transactions which had not yet been agreed in the once-sacred annual Polish-Soviet trade protocol, from 2,100 zlotys, to 1,000 zlotys, and even at one point to 500 zlotys to the rouble.

Poland's private exporters reacted quickly. They increased the rouble price for computers. Soviet companies readily paid up because they were eager to get rid of their roubles before the end of the year when accounting rules would be changed.

Moreover, some Polish traders sought, (at times by nefarious means), to obtain notes that their deliveries were included in the annual trade protocol. Thus, the exchange rate remained at 2,100 zlotys to the transferable rouble.

Then German Monetary Union presented the traders with a golden opportunity. On

each transferable rouble earned after July 1 by East German exporters to Comecon, west Germany fixed the exchange rate at DM2.34.

Poland was flooded with goods brought in cheaply by state-owned and private companies. The upshot was that it turned Poland's trade surplus of Rb200m with the former East Germany at the end of June, into a deficit of Rb500m by the end of September.

The deficit, which was swelled by the (seemingly) quite legal re-export by private sector companies of Far Eastern goods to Poland via East Germany, worked like this:

Computer equipment from, say, Singapore costing DM100m was shipped to Poland. The papers went through an east German company. This method provided a transferable rouble price tag.

The Polish importer needed the equivalent of DM25m to buy the zlotys. With the zlotys in hand, he was able to buy roubles. He paid the roubles to the East German. The East German, thanks to German Monetary Union, received

When all former Comecon trade switches to hard currency on January 1 the opportunity for these extraordinary profits will be lost, but the experience and Soviet contacts gained by a growing Polish entrepreneur class will not

DM2.34 for each rouble - or DM150m. With that money, he paid the Singapore supplier.

Thus the East German came out with a profit of DM50m. Meanwhile, the Polish entrepreneur had goods worth DM100m for which he had paid only DM25m.

The transaction presented few problems at the Polish end. The rouble payments, as in the east, automatically went through the Bank Handlowy, the foreign trade bank.

Any attempts by the Polish authorities to slow down these imports by, for example, asking the bank to demand import permits, were resisted by companies. They argued that no such legal requirements existed.

"Another gap in the regulations," sighs a senior Polish trade official, tired of fighting a losing battle to stem the sources of irregular profits at the meeting point of hard and soft currencies.

These opportunities will end on January 1 when all prices will be denominated in hard currency. But they leave behind Polish traders equipped with valuable experience and contacts in the Soviet market.

They have the capital to invest at home. If the right incentives are created, and if a tax amnesty is passed which would bring these profits into the open, Poland has the making of an entrepreneurial class at its disposal.



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INTERNATIONAL NEWS

Iraq 'puts explosives on Kuwait oil wells'

By Jimmy Burns

THE IRAQIS have rigged more than a quarter of Kuwait's oil wells with explosives as a precaution against a western military attack on Iraq held territory, according to a senior engineer working as a supervisor for the Kuwait Oil Company.

The engineer, Lebanese-born Mr. Nabil Akel, was working for the KOC - now controlled by the Iraqi Ministry of Oil in the company's headquarters at Ahmadi until last week when he and his family left the Gulf for London.

Although Kuwaiti exiles have previously reported the Iraqi mining of the oilfields, this is the first detailed information to emerge. Mr. Akel said more than 300 of Kuwait's 1,000 oil wells were rigged.

Explosive devices, he said, had been attached to the 'Christmas tree' - the head of a well - in a way that could easily be detonated either by remote-control or by gun-fire.

Mr. Akel, who has 20 years experience of working in the industry, provided additional raw intelligence on conditions within Kuwait which confirms suggestions that President Saddam Hussein might withdraw his troops to the lines of Iraq's newly extended province of Basra, Saddamiyat al-Mitla.

Libya declares day of mourning

Libya will cut itself off from the world today for a national day of mourning commemorating the 79th anniversary of the start of Italian colonial rule there, Reuters reports.

The Libyan news agency JANA, received in Nicosia, Cyprus, said the day had been declared a national day of mourning for the victims of Italian colonialism.

The agency also said that communications, including all flights in and out of the country, would be cut for 12 hours from dawn.

He said the Iraqis had virtually completed a demarcation line of concrete and barbed wire and security spotlights stretching for miles between Jahra and Saddamiyat al-Mitla.

The KOC is now headed by Mr. Saad Faraj Muthanna, an Iraqi administrator with apparently little experience of the oil industry. He is being backed up by more than 100 engineers brought from Baghdad. A group of western hostages is being held in a camp adjacent to the Mina Al Ahmadi refinery.

Other details of the Kuwait oil industry were as follows: ● Gathering centres: only two are fully functional, providing the equivalent of 10 per cent normal production. Engineers are maintaining workers working 16-hour shifts. This is to maintain operation of power stations at Doha and Ras-al-Zor as well as to cover domestic gas needs.

More than 20 centres have been badly damaged following the invasion; control panels have been "smashed to pieces" and equipment such as telephones and air-conditioners taken away by Iraqi troops. All the refineries have been shut down. Some cranes, heavy mobile equipment, and spare parts owned by the Kuwait Oil

Company have been taken away to Baghdad.

● Pipeline: Two weeks ago Iraqis gave orders for the valves of the oil system which had previously been linked to the export terminal (the outlet was cut off as a result of sanctions) to begin to be repositioned to allow for pumping of oil through a newly installed pipeline between Kuwait and Basra.

● Employees: Intelligence on the Kuwaiti oil layout was provided to the Iraqis prior to the invasion by a KOC employee. Subsequently Kuwaitis were told to hand over all plans and the layout of the oilfield or to face imprisonment. Mr. Bader Rayah, KOC chief accountant, was shot three weeks ago by Iraqi troops for refusing to hand up a portrait of Mr. Saddam in his office. The workforce is now made up by some 30 per cent of Kuwaitis completed by Asian and other Arab nationalities.

● Brutality: Akel claims to have glimpsed bodies piled up in Kuwait City's main ice-riak. He also visited a Muslim cemetery near Riqqa where caretakers said they had washed and buried more than 100 bodies of Kuwaitis showing signs of torture.



Nabil Akel: out of Kuwait with news of Iraqi military actions, including the mining of 300 oil wells

Israel rejects UN criticism over inquiry

By Hugh Carnegie in Jerusalem

ISRAELI yesterday rejected UN criticism of its refusal to allow a UN investigation into the killing of Palestinians in Jerusalem on October 3. It said US support for the UN stance played into the hands of Iraq and the Palestine Liberation Organisation.

"I suggest (we) ignore it," said Mr. Yossi Ben-Aharon, director general of the prime minister's office, when asked how Israel should respond to a second unanimous Security Council resolution on the issue

passed late on Wednesday.

The statement came as the authorities, for the second day running, barred Palestinians who live in the occupied territories from entering Israel in a clampdown provoked by revenge attacks on Israelis.

On the UN investigation, the government's position remains unchanged. It would not compromise Israel's claim to sovereignty over Jerusalem. The only offer the government has made is to hand over the report of an investigating com-

mission it has itself set up and which is due to be published within days.

Israeli newspapers reported yesterday that the commission would severely criticise the police role in the shootings, which Palestinian groups yesterday said killed 17 people, not the 21 previously reported.

However, the UN is unlikely to accept an Israeli report as anywhere near sufficient.

The US has now voted against Israel in the UN twice in 12 days, in sharp contrast to

its usual defensive role.

Reuters adds from Jerusalem: "The Israeli-American alliance, strained for months by Israeli Prime Minister Yitzhak Shamir's rejection of US-proposed talks with Palestinians, suffered further when Washington piloted a first condemnation through the Security Council on October 12."

Washington, trying to preserve its coalition with three Arab states against Iraq, backed sending the UN mission to Jerusalem.

Britain to reopen its embassy in Tehran

By Robert Graham

BRITAIN will open its embassy in Tehran on Sunday, marking a further stage in the normalisation of relations between the two countries.

Relations were broken off 18 months ago over the publication of Mr. Salman Rushdie's novel *The Satanic Verses*. The Iranian leadership claimed the content of the Pakistan-born writer's novel was blasphemous and issued an edict calling for his death.

Patient diplomacy, coupled with moves by Iran to ease the Gulf crisis to break its international isolation, led to an agreement on September 27 to restore diplomatic relations. The agreement was reached by Mr. Douglas Hurd, the British foreign secretary, and his opposite number, Mr. Ali Akbar Velayati, at the United Nations.

The British mission will be opened by a staff of five, led by Mr. David Reddaway, a former speaker married to an Anglo-Iranian with experience of pre and post-revolutionary Iran.

Sensitive outstanding issues include the plight of Mr. Roger Cooper, a businessman who has been held in a Tehran prison since 1985 for alleged spying, and the call by Iran's late spiritual leader Ayatollah Ruhollah Khomeini for Mr. Rushdie to be killed.

Britain had hoped to resolve these problems before resuming diplomatic relations, but settled for a more pragmatic approach - recognising the importance of Iran both as a key player in regional security and as an export market.

The resumption of relations is expected to intensify efforts to obtain Iranian co-operation in seeking to free three UK hostages held by pro-Iranian groups in Lebanon.

South Korea sets policy to achieve 7 per cent growth

By John Ridding in Seoul

THE SOUTH Korean government will ease credit restrictions and increase policy support for manufacturing industries to attain a real economic growth rate of 7 per cent next year, the economic planning board (EPB) announced yesterday.

Mr. Lee Seung-Yun, the EPB minister, also said in a report to President Roh Tae-woo that the government will hold inflation at between 8 and 10 per cent in 1991.

This year the EPB is forecasting real GNP growth of 8.3 per cent and consumer inflation of about 10 per cent.

The boost to the manufacturing sector is regarded as necessary to offset a slowdown next year in construction and private consumption which have fuelled economic growth. Consumption is forecast to grow by between 7 and 8 per cent in 1991, down from about 10.5 per cent this year, while construction will slow markedly from its current annual growth rate of 25 per cent.

The measures to stimulate the manufacturing sector include the expansion of credit guarantees, the extension of

tax exemptions for high technology industries and the increased availability of funds from financial institutions such as the Industrial Bank of Korea and the Korea Development Bank.

Manufacturing companies will also receive preferential treatment in obtaining foreign currency loans, while tax credit rates for investment in factory automation will be raised from 10 per cent to 15 per cent. Exports are forecast to grow by a relatively modest 7 per cent to \$54.5bn the report said.

As a result, the current account deficit is expected to increase from \$1.5bn to \$2bn.

Investment growth is also expected to slow, increasing by between 10 and 12 per cent compared with an estimated rise of about 18 per cent this year.

In a separate announcement, the Bank of Korea said yesterday that the country's national savings rate was continuing to fall.

The domestic savings rate, which was 38.1 per cent in 1988, slipped to 33 per cent in the first half of the year.

Students protest over arrest

THOUSANDS of students, hurling rocks and firebombs, clashed with riot police in Seoul and five other cities yesterday to protest the arrest of a fugitive student leader. AP reports from South Korea.

Song Gae-pil was arrested on Wednesday along with two bodyguards in a police raid on his hideout in Seoul.

by police for more than five months in connection with violent anti-US, anti-government demonstrations this year.

Song's group was responsible for several violent attacks on government offices and US installations. Last week, 11 radical students were arrested for trying to attack the US Embassy in central Seoul.

About 20 students and police were injured, officials said. There were no arrests.

New Zealand opposition may win by default

The National Party offers a rest from change and excitement, Kevin Brown writes

NEW Zealanders go to the polls in a general election tomorrow facing a choice between a government which has lost their trust and an opposition which has not yet earned it.

All the indications are that the voters will reject the reforming Labour government, which has transformed New Zealand's previously protected economy via a free market programme of deregulation, tariff reform and privatisation.

But there is little enthusiasm for the opposition National Party, which has officially embraced Labour's free market ideas but has failed to make a clean break with the interventionist ideological baggage of the past.

"If Labour loses, there is no question but that the government will have defeated itself," says Mr. Keith Jackson, professor of political science at Canterbury University.

"Support for the National Party is almost unchanged since the last election in 1987, but people are totally disillusioned with Labour because the government is seen as having lost its way. The result is that National is likely to win

by default." Labour swept to power in 1984 on a tide of public discontent over the economic interventionism and social conservatism of the last National Party government, led by Sir Robert Muldoon.

Under the charismatic leadership of Mr. David Lange, prime minister, and Mr. Roger Douglas, finance minister, Labour abolished import quotas and export subsidies, halved tariffs, restrained public spending, and commercialised or privatised most government-owned corporations, including Air New Zealand.

The government also in effect withdrew from the ANZUS defence treaty with the US by banning nuclear armed or powered ships and established a tribunal to hear land claims by indigenous Maori tribes dating back 150 years.

The reform programme remains widely supported but Labour has been unable to avoid the blame for an ailing economy.

The government's credibility was severely dented when Mr. Lange and Mr. Douglas resigned after a row over the pace of reform, and was virtu-

ally wiped out by a U-turn on the privatisation of the national telecommunications carrier, which had been exempted from the privatisation programme.

Mr. Lange's departure was followed by 13 months under the colourless Mr. Geoffrey Palmer, a former law professor, whose attempts to consolidate Labour's achievements left the party more than 30 points behind the Nationals in the opinion polls.

Labour has regained some ground since Mr. Palmer was deposed six weeks ago by Mr. Mike Moore, the ebullient former trade minister, but the party continues to trail in the polls by between 7 and 16 points, largely because of defections to the Green Party and minor left-wing parties.

The Greens have been polling between 7 and 9 per cent of the vote in recent polls, and may pick up a Wellington seat, which Labour can ill-afford to lose. The government may also lose Maori North, one of four seats contested under a separate Maori roll, where a Maori party has been making headway. Mr

Moore has tried to give some direction to the rudderless government by moving it towards an Australian-style consensus with the trade unions, beginning with a "growth accord" intended to restrain wage rises in return for lower interest rates and faster growth.

He has also announced plans for an identity-card system to crack down on welfare fraud, more taxation staff to collect unpaid taxes, and a public spending review to cut government expenditure, including the possible cancellation of a controversial NZ\$1bn (£312m) agreement to buy two frigates from Australia.

But Treasury forecasts of a ballooning government deficit and a further slowdown in economic growth have left him looking increasingly like a man desperately trying to pull a rabbit out of an empty hat.

Mr. Jim Bolger, the National Party leader, is campaigning on a theme of trust and decency, but the party's adoption of Labour's free market and anti-nuclear policies has left the impression that it has no clear alternative to offer. Labour has been able to play on suspicions that Mr. Bolger

has been manoeuvred into support for free market policies by Mrs. Ruth Richardson, his right-wing finance spokeswoman, who says Labour failed because it did not go far enough. Mrs. Richardson favours further spending cuts, a tight monetary policy, and the extension of deregulation into industrial relations by abolishing New Zealand's 60-year-old system of compulsory trade unions and bureaucratic wage-fixing.

If National wins, the first clash is likely to be over the party's inflation target of zero to 2 per cent by 1993. The target is already softer than the government's target of zero to 2 per cent by 1992, but Mr. Bolger will come under pressure to give the economy a short-term stimulus by loosening the target still further.

Mr. Bolger, a North Island farmer, has been given a rough ride by Labour because of his lack of wit and style. Even his party workers admit privately that he is a bit dull. But if the National Party wins, it will be at least partly because he offers New Zealanders a rest from change and excitement.

Bhutto's defeat rooted in a weariness among voters

Big swing raises questions of rigging, David Housego reports

MS Benazir Bhutto's humiliating defeat in yesterday's Pakistan elections ran so contrary to most predictions that it is bound to raise questions about how much foul play was involved.

But there was no sign yesterday that Ms. Bhutto or her demoralised People's Party (PPP) would be able to contest the result through mass demonstrations. In that sense the poll removes one of the spectres over Pakistan which was that an indecisive result would lead to an ugly conflict between Ms. Bhutto on the one hand and the armed forces and President Ghulam Ishaq Khan on the other.

The result does not fit far short of the wildest hopes of the president and the army chiefs when they overthrew Ms. Bhutto in August for the moment her party is eliminated as a political force and the conservative Islamic alliance has a chance to form a stable government in close tandem with the military.

The president will see the outcome as a vindication of his dismissal of Ms. Bhutto. It is less that, however, than the weary response of voters with no wish for a further round of vindictive politics that would have torn the country apart. The choice for voters was in some ways illusory. Army leaders made it clear that they would not accept the return to power of Ms. Bhutto. In that sense voters were asked to decide between the uncertainties of continuing warfare between Ms. Bhutto and the army and the prospects of more tranquility with the Islamic Democratic Alliance.

The most likely candidate to head the new government is Mr. Ghulam Mustafa Jatoi, caretaker prime minister for the past three months. His strength is his ability to work



Supporters of the Islamic Democratic Alliance in Rawalpindi carry a portrait of the late president, Zia ul-Haq

with the different components of the conservative alliance and with the armed forces. He has the advantage that as a former minister under Prime Minister Zulfikar Ali Bhutto, Ms. Bhutto's father, he can help bridge the abyss between the country's two political cultures. Mr. Nawaz Sharif, former chief minister of the Punjab, and the politician with most supporters in the assembly, is viewed as a more difficult partner for the armed forces.

Ms. Bhutto's ill-managed 30 months in power show how quickly governments in Pakistan can use up their credit. Mr. Jatoi will have the problems of holding together his conservative alliance and the Islamic strength is his ability to work

by ministers in the present cabinet against Ms. Bhutto was that she spurned the chance of national reconciliation that her 1988 electoral victory offered.

Ms. Bhutto will face a hard task in making a comeback. Many of her supporters who were disappointed by her second in office will be even more disappointed by her defeat. She alienated others by heavy-handed support for her husband, Mr. Ali Asif Zardari, who was elected from prison where he faces corruption charges.

She fought back with characteristic animosity. "I'm angry and shocked at the way the election has been rigged," she said. "It wasn't even subtle. They have stolen the elections."

Bond directors criticise new court action

By Bruce Jacques in Sydney

DIRECTORS of Bond Corporation Holdings, the debt-stricken Australian conglomerate, yesterday criticised court action taken against the company on Wednesday by the West Australian government.

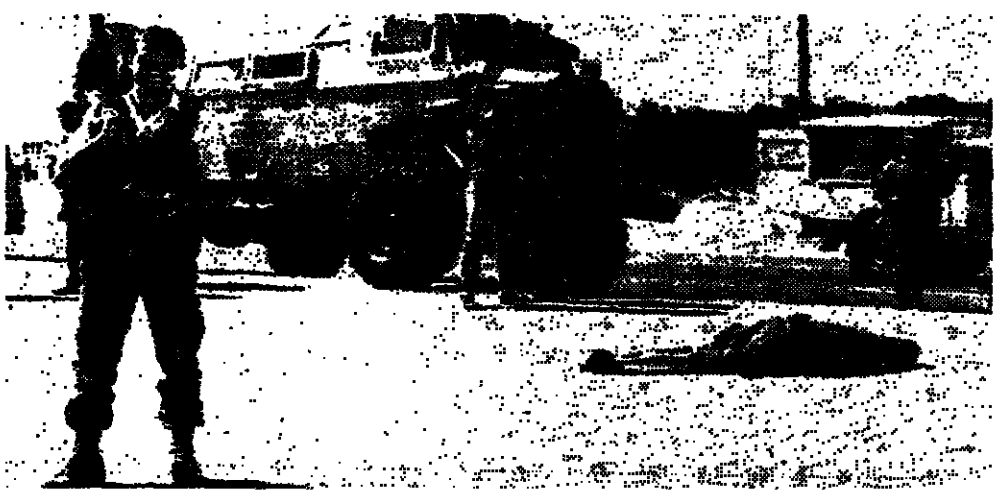
The government action alleges misleading and deceptive conduct by Bond Corporation, Wardley Australia, the merchant bank, and Mr. Laurie Connell, over the 1987 "rescue" operation for the failed finance house, Rothwells.

The government is seeking damages of A\$22.5m (£9.5m) plus interest, alleging it was misled over a A\$150m guarantee provided to the National Australia Bank. Bond directors yesterday described the company's inclusion in the proceedings as "another exercise in political cynicism".

"Bond is confident that this cynical and futile exercise by the government will be seen for what it really represents," they said. "Bond welcomes the opportunity for the record to be set straight, once and for all, as to what really induced the government to try to prop up Rothwells."

"Bond hopes that the government will not hide behind Crown privilege so as to avoid the full disclosure of all relevant facts and documents."

Meanwhile, Mr. Peter Lucas, Bond Corporation chairman, has estimated that a capital reconstruction, formally passing control of the company to its creditors, should be complete by March next year.



Township protest ends in killing

A South African policeman, left, poses for photographers near the body of a black man allegedly killed by security forces in the Khayelitsha township east of Cape Town.

At least two other people died in clashes in the township yesterday, Reuters reports. A witness said he saw a man being shot in the head when police fired into a crowd. A police spokesman said: "We found two people dead. They had been shot, but not by police. They were killed by sharp ammunition. We have not used bullets today, just tear gas and rubber bullets."

Ivory Coast election takes only the one-party out of rule

All other elements of a democracy are still awaited, say the opposition. Julian Ozanne previews Sunday's historic poll

IT CAME as a bit of a surprise, even to Mr. Laurent Gbagbo, intellectual leader of the Ivorian Popular Front and first opposition presidential candidate in the Ivory Coast after 30 years of authoritarian rule by President Felix Houphouët-Boigny.

As his convoy of cars drove past pineapple and coconut plantations into the small town of Bonoua, former stronghold of the ruling PDCI party, crowds of market women and peasant farmers blocked the road chanting "Gbagbo President" and showing the two-fingered salute, symbol of support for multi-party democracy.

A few hours later, at Aboussou, security men had to beat back enthusiastic supporters as they mobbed Mr. Gbagbo's BMW to try to get a look at the modest professor who is daring to challenge "The Old

Man", as the octogenarian president is known.

The presidential poll on Sunday will be the first multi-party election in Ivory Coast since independence in 1960. Observers believe that, after nearly three decades of political stability, strong economic growth and tribal tolerance, the Ivory Coast has one of the best chances in Africa for a peaceful transition.

The President remains genuinely popular in the countryside and stands a fair chance of winning free elections, especially as the opposition remains poorly organised.

But there is mounting evidence of dishonest electoral practices by the ruling party which could unleash violent discontent and challenge the stability of the country and its recent efforts to carry out a bold and promising structural adjustment programme in the face of economic

decline. The last four years of tumbling world prices for some of Ivory Coast's main commodities have fed through into grievances about government corruption, nepotism, bad economic management and political oppression.

The opposition has been denied fair access to the state-controlled media, demonstrations are routinely broken up with brutal force, the distribution of electoral cards is allegedly being manipulated by the PDCI and the Government has attempted to smear the opposition by accusing them, among other things, of plotting to assassinate the Pope when he visited the country last month.

The participation in the polls of the majority of Ivory Coast's estimated 4m foreign migrant workers is also proving controversial. The opposition claims the foreigners are

organised into national associations linked to the PDCI. Their position in Ivory Coast, on which their livelihood depends, is uncertain and they are instructed by their own governments and tribal leaders in Ivory Coast not to rock the boat because there are no jobs for them at home. To make matters worse, the Government is also spreading talk of expulsions should the opposition win.

Mr. Gbagbo, a historian, remains philosophical. "What we have is multi-partyism but not democracy," he said.

"Multi-partyism is one step on the road to democracy but it is not democracy. The PDCI has accepted multi-partyism but they don't want it. It is important for us to stand, despite the cheating, because we must show the people that the struggle for democracy continues."

Many observers believe that Mr

Gbagbo has already established an important landmark and that after the presidential elections and legislative ones next month - in which the PDCI rather than the president's personal record are on trial - the principle of accountability and public vigilance over government policy will be irreversible.

"There's no going back to the days of one-man, one-party rule," admitted one party official. "Nobody will ever be able to reign like Houphouët again."

But last week the PFI (workers) party, one of the four main parties, announced an "active boycott" of the elections accusing the PDCI of widespread rigging and saying the conditions for democratic elections did not exist.

"We have to continue fighting for democracy without participating," said Mr. Francis Wodie, general sec-

retary of the PFI, who called for demonstrations and strikes and unspecified "other actions".

The government excuses itself by saying that democracy is very new. "We are apprentices at democracy and we are trying to learn how to bring it in," said Mr. Camille Allain, a senior government figure.

Every sign so far suggests that the government has reluctantly conceded democratic change as a result of internal and external pressure but will do everything possible to frustrate it.

The continuing resort to dirty tricks and state force may further exacerbate the frustrated opposition into violent confrontation. And, if the election is rigged, Ivory Coast's opportunity for peaceful political change and economic reform may quickly vanish.

Attempt to introduce market forces abandoned

University funding body admits failure of reforms

By Norma Cohen, Education Correspondent

EFFORTS BY the Universities Funding Council to introduce market forces into the university funding system have been abandoned, the government-controlled watchdog body announced yesterday.

The council, in a letter to the Committee of Vice-Chancellors and Principals, said its controversial four-year "bidding" process, under which universities compete to offer the lowest price to teach students, would be abandoned because universities refused to undercut each other.

The bids will be the basis for funding for the 1991-92 academic year but the system will have to be redesigned after that.

Sir Edward Parkes, chairman of the CVCP, described the decision as "a devastating blow because the reasonably certain planning horizon is not going to be there."

He said the committee would be meeting in the next few days to decide how to respond and planned to seek a meeting

with Mr John MacGregor, Education Secretary. He said nearly a million pages of planning documents had been submitted to the UFC by universities and it had all been a waste.

Government policy has been aimed at expanding the numbers of students in higher education while reducing the cost of educating each one.

Similar moves have been undertaken at Britain's polytechnics with some measure of success.

Meanwhile, the Department of Education and Science applauded the council's decision to encourage universities to undercut each other on price in the hope of receiving funds to teach more students.

The council said 98 per cent

of bids submitted were at the maximum "guide prices" while the remaining 7 per cent of bids were at prices only marginally below those.

Sir Edward denied that universities had operated a "cartel" in submitting bids.

However, he said university vice-chancellors' bids were strongly influenced by the views of polytechnic directors who believed that they had competed too fiercely for student places and, as a result, were underfunded.

Vice-chancellors informally and privately agreed at a meeting last spring that they would submit bids at or near the guide price.

Universities submitted bids plans for a 19 per cent expansion in enrolment by 1994-95, consistent with government policy on higher education.

"Although the universities bid for expansion, the council was disappointed by the scale of economy offered by universities' bids over the four-year period."

Regulatory body calls for more TV sponsorship

By Raymond Snoddy

THE SHADOW Independent Television Commission, the body that will regulate commercial television when the Broadcasting Bill becomes law on January 1, yesterday proposed that all commercial television programmes except news and current affairs could be opened up to sponsorship from that date.

The ITV companies will earn about £5m from sponsorship this year, mainly from the electricity generating companies PowerGen which sponsors the ITV weather, and National Power, which sponsors ITV's World Cup coverage.

Mr Malcolm Wall, chairman of the ITV Sponsorship Committee, yesterday welcomed the draft code and estimated that the ITV companies could earn £20m from sponsorship next year and £50m in 1992, although the pace would be guided by the response of advertisers and viewers.

Drama, game shows and the broadcast of sponsored events would be the areas where sponsorship would probably expand, Mr Wall believes.

Under the proposals children's programmes could also be sponsored. The rules preventing sponsors having any influence on programme content or having their products or services in the programme would mean that toy manufacturers could not sponsor programmes about their toys.

The commercial television companies themselves are free within the provisions of the code to decide on their mix of sponsorship.

The ITC will replace the Independent Broadcasting Authority and regulate all of commercial television including cable and satellite, decided it was impractical to have completely different rules for different sorts of television.

The Government also made it clear in its broadcasting white paper that it wanted commercial television opened up to sponsorship.

UK heavy trucks sales fall by 40%

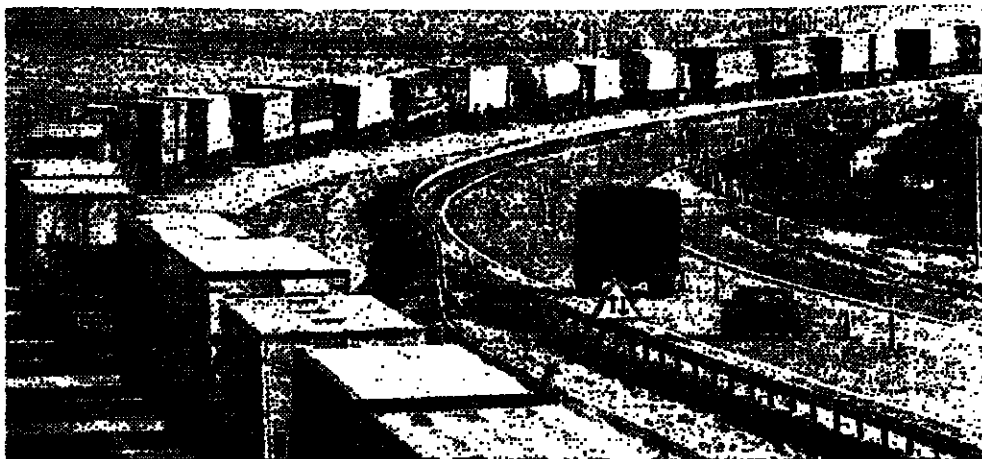
SALES of heavy trucks in the UK fell by just under 40 per cent last month, the biggest single monthly fall since the current downturn began in October, 1989, writes John Griffiths.

Industry executives indicated last night that unit sales have continued to fall during the current month, although some levelling out is now expected in percentage terms.

Few in the industry believe that there is now much hope of a market revival before the second half of next year.

Mr Peter Foden, chairman of KAP, the UK's last independent publicly-owned heavy truck maker, said it was highly unlikely that the recent announcement of a one per cent point cut in the base rate would begin to restore confidence and encourage the start of an upturn next spring.

Other commercial vehicle sectors have also been sucked into the downturn. Sales of light and medium vans, typically used by the mass of Britain's small traders, fell by



Road to nowhere: the haulage industry is facing its biggest fall in sales for 10 years

more than 30 per cent last month and are continuing at depressed levels in October.

Recovery from the 1980 recession was speeded up, the industry argues, by the fact that the truck population was old, and operators replaced

them fairly quickly as a matter of necessity. Sales of trucks over 3.5 tonnes were the highest in the industry last year, at 69,234. But in the final quarter of last year demand was 20.3 per cent lower than the previous year.

DAF forecasts, Page 20

Government blamed for DAF cuts

John Griffiths on the anger over the truck maker's decision to axe jobs

THE announcement yesterday of 300 job cuts and impending losses by Anglo-Dutch truck maker DAF came as no real surprise to Mr Bill Beadnell - nor to many other of his dealer colleagues throughout the UK truck industry.

The DAF announcement is the latest reflection of plunging sales, profits and production throughout the UK commercial vehicles sector, which has seen the number of trucks produced by almost every UK-based manufacturer fall by more than 50 per cent this year over last.

Mr Beadnell has a particular interest in developments at DAF and the UK subsidiary, Leyland DAF, which resulted from the merger with formerly UK state-owned Leyland Vehicles three years ago.

He is chairman of North East Leyland DAF, its biggest single dealer group, and was

instrumental in bringing the two cultures together at the distribution level, as Leyland DAF's first dealer chairman, in the aftermath of the merger.

Mr Beadnell is angry about government policies which, he and the industry truck distribution sector insist, are responsible for its problems.

"Transport is the barometer of what's happening to business activity in the UK."

"This goes to show that the recession is already a lot deeper than anyone thought."

This year, Mr Beadnell expects profits of his group to reach 60 per cent of last year's levels.

North East Leyland DAF, however, is faring better than most.

Many of the country's truck dealers are expected to sink into losses as a result of the biggest fall in commercial vehicles sales for a decade.

Mr Beadnell claims that high

interest rates are contributing to inflation, through increased pay demands to cover higher mortgages and other payments.

NELD has invested heavily, more than £135m in the past several years, to achieve its current position. Mr Beadnell says he has every intention of maintaining high investment levels - for as long as that is possible.

The company he insists, has concentrated on investing for the long-term. "We have been successful in that," he says.

In Mr Beadnell's view, "this is no time for political dogma. It's like deliberately using just one club to play golf with."

A more sensible option, he says is to impose purchase controls on consumer goods, even cars, and restore 100 per cent

capital allowances on investment goods - including trucks.

Meanwhile, truck operators themselves are helping the industry shoot itself in the foot, he claims, as a result of their preoccupation with initial purchase price discounts.

Some truck market executives talk of discounts of 20 per cent - plus being widespread, with other forms of added financial support also being available from manufacturers.

"Yet for a haulier, the discount in terms of whole life cost can hardly be seen," he says.

Since NELD does not want to cut back, it has to go after a bigger slice of the business available.

The company says it wants to offer its van buyers the same sort of service it offers truck-owners who attention in case of breakdown or other difficulties.

Japanese ambassador criticises 'old-fashioned' British industry

By Michael Cassell, Business Correspondent

MUCH of British industry remains "basically, rather old-fashioned", according to Mr Kazuo Chiba, the Japanese ambassador in London.

Mr Chiba, in some characteristically diplomatic chiding of the British manufacturing effort, says there have been few recognisable changes since he arrived in 1988. He acknowledges, however, that some "brighter elements" are now more in evidence among the few elite, progressive businesses he first identified on his arrival.

In an interview in Director magazine, the ambassador says the failure of many companies to sell to Japanese-run factories in the UK lies in their failure to understand the Japanese determination to strive for excellence.

Mr Chiba suggests that

lucrative orders to supply Japanese customers might be lost because British suppliers are aiming for lower standards than those expected by the Japanese.

He says it is not a question of British companies failing to honour contracts, but failing to share the Japanese desire to outperform contract conditions.

"When a contract says 3 per cent rejects are accepted, the British supplier sends 97 per cent good ones and thinks that's all right, that meets the contract. But the Japanese mentality, even though 3 per cent is in the contract, is to strive to make it zero."

"That seems to me very difficult for suppliers here to comprehend - they think why should they exceed the contract?"

Mr Chiba says many Japanese suppliers are following manufacturers to Britain to take advantage of the failings of British businesses.

But he also recognises that there is no "magic" attached to the Japanese style of management and says their factories in Britain are employing an increasing number of British managers, particularly on the personnel side.

He says the "superficial" characteristics associated with Japanese management, including the wearing of company uniform by executives and the use of a common dining room, seem to be widely accepted.

"Whether they make the workers wildly happy or not I rather doubt, but I think it does create a better atmosphere on the whole," Mr Kazuo Chiba says.

Pay negotiators get 15.6% rise

By John Gapper, Labour Editor

THE EARNINGS of personnel managers, who are responsible for negotiating pay in British industry, have risen by 15.6 per cent in the year despite the government's call for wage restraint.

The Institute of Personnel Management yesterday disclosed the rise in earnings among its members the day after Mr Michael Howard, employment secretary, told the institute's annual conference in Harrogate that unemploy-

ment could be raised by "reckless" pay rises.

The earnings of personnel directors, the most senior grade - rose by 19.6 per cent in the year to September, averaging £58,455.

The rises of personnel managers contrast with a rise in average earnings in the 12 months to August across the whole economy of 10.35 per cent.

The increases for personnel staff are the highest recorded

since the institute started its annual survey of pay in 1983.

They compare with rises of 13.5 per cent for computing professionals, and 14.5 per cent for engineers and finance managers.

They were disclosed amid mounting concern about the effect on unemployment of rises in real earnings following Britain's entry into the exchange rate mechanism of the European Monetary System earlier this month.

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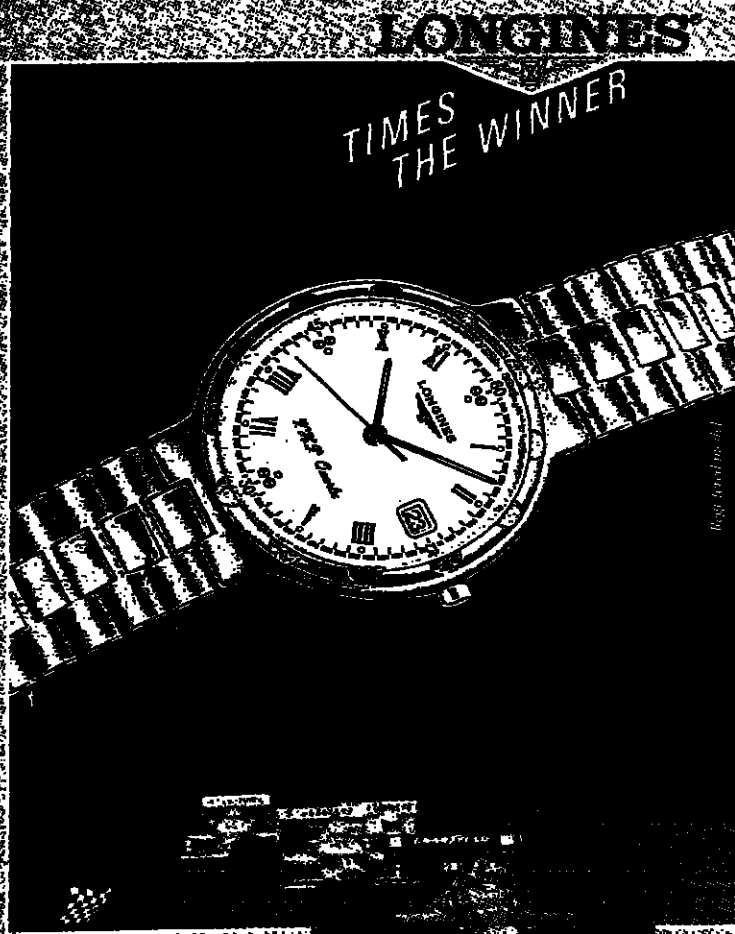
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UK NEWS

Government admits risk of recession is growing

By Rachel Johnson

MR JOHN Major, the Chancellor, acknowledged yesterday that the sharp slowdown in the economy over the past few months may now have turned into a recession.

In a marked change of tone which was seen by Conservative MPs at Westminster as a forerunner of further bad news in coming weeks, Mr Major said it was "conceivable" that the economy was now in recession.

But the authorities simultaneously blamed corporate casualties on financial recklessness. Highly-gearred companies and their creditors are now paying the price for their lack of caution in the past, according to Mr Robin Leigh-Pemberton, governor of the Bank of England.

Speaking last night in the wake of the collapse of Polly Peck, the fruit-to-electronics group, Mr Pemberton warned that liquidity crises were the result of careless banking. Bankers - even if only junior members in a syndicate - had to monitor the risks they took on very carefully.

He made only veiled references to companies - such as Polly Peck, Laura Ashley, and Colson - which have recently gone into receivership as a consequence of running "overstretched cash positions" at a time of high interest rates.

"Companies with high gearing will find it harder to adjust. There are bound to be individual cases of liquidity difficulty," he said.

Until now the Government has been careful to speak in terms of an economic slowdown or "growth recession", but it is thought that the Treasury's latest forecasts show that output may fall in absolute terms in the second half of this year.

Mr Major said that production was still slowing. "Whether it is within the normal definition of recession is a matter which we will soon see. It is not entirely clear yet. It is conceivable that it is," he added.

EUROPEAN CURRENCY UNIT

Germany opposes British Ecu plan

Andrew Fisher in Berlin

MR KARL Otto Pohl, President of the Bundesbank, yesterday reiterated the German central bank's opposition to Britain's proposal for a hard Ecu backed by a European Monetary Fund, saying they could lead to conflicts over monetary policy and contained "not inconsiderable risks."

He said: "We are unable to support the proposal to create a new monetary institution. Monetary policy responsibility, in our view, is indivisible."

The stability of exchange rates could take precedence over monetary and price stability under the UK proposals, he said.

He warned that this could lead to "compromises" in monetary policy. "This is the worst recipe for monetary policy, as we all know from past experience."

Nor could an EMF advance the cause of monetary union. "It ultimately makes no autonomous contribution to integration."

Mr Pohl added: "The hard



Robin Leigh-Pemberton

Ecu proposal does not solve the problem. The problem is not to create another currency, hard as it may be - a thirteenth, fourteenth, or whatever currency. The problem is how can we develop common decision-making in monetary policy."

His comments followed an exposition of the British pro-

posals, by Mr Robin Leigh-Pemberton, Governor of the Bank of England, who said they would allow a new EC central banking institution to obtain strong anti-inflation credentials, similar to those achieved by the Bundesbank.

"They (the UK proposals) would enhance economic convergence in the Community without prejudging the final goal."

"But, equally, the hard Ecu could eventually lead to a single currency, if that was what governments, peoples and markets wanted."

Mr Leigh-Pemberton, who said Britain's recent entry into the Exchange Rate Mechanism was made because "we wanted to be part of the Community's anti-inflation club," said it was simplistic to think that a new European central bank in the mould of the Bundesbank and with a mandate for price stability would necessarily achieve its objective.

"However independent a central bank is in principle, it can-

not be impervious to the pressures of public opinion or indifferent to public support."

"It must rely for its legitimacy on the public's aversion to inflation and to the public's trust that potentially unpopular short-term measures of restraint will be justified by longer-term benefits."

Mr Leigh-Pemberton said it would be unnecessary and highly undesirable to rush into commitments on European monetary policy that would prevent future flexibility.

He said the hard Ecu proposals were consistent with phased progress to a single monetary policy and a single currency, if desired.

They would help create the essential conditions for this. "They do not, on the other hand, in themselves mandate a single currency or carry any implications as to its timing."

His speech comes in the wake of several British government statements cautioning against too hasty a move towards economic integration.

Hard currency fails to impress industry

By Peter Marsh

SOME OF Britain's leading industrial companies have shown a marked lack of enthusiasm for the government's proposal for a common European currency in the form of the hard Ecu.

Their scepticism could add a further hurdle to Mrs Thatcher's efforts to win acceptance for the scheme at this weekend's European Community summit in Rome.

Senior financial officers at a number of large UK companies with international operations, including British Telecom, Glaxo and BAT Industries, say they would be unlikely to find uses for the hard Ecu in European financial transactions and borrowing.

The lack of support from such companies is likely to be highly embarrassing for the government as it has stressed that the hard Ecu should benefit European business in reducing transaction costs and making borrowing easier.

Several of the companies say their scepticism about the

hard Ecu is deepened by the lack of a commitment by Britain to the idea of converting it into a single European currency.

Both Mrs Thatcher and Mr John Major, the Chancellor of the Exchequer, have been careful not to link the hard Ecu to the goal of progressing to a single currency. Such a connection would alienate the large section of the Conservative party which opposes full European monetary union.

The government says its hard Ecu, which has met with only lukewarm support from a number of EC nations and with antagonism from some European Commission officials, could be introduced in the second stage of economic and monetary union (EMU) which some countries want to start in 1994. This would mark a further integration of European monetary and economic policies.

The hard Ecu would be a parallel currency existing alongside national currencies

and would be managed by a new government-backed European monetary fund. It would carry a government guarantee that it would never be devalued.

A key part of the UK proposal is that the hard Ecu would not be imposed on business but left to the market to take up or not as it sees fit.

However, a number of large British companies say they do not see the hard Ecu as forming part of their future plans.

Mr David Harrison, deputy group treasurer at British Telecom, said he saw "no particular merit" in the hard Ecu. He said it would be confused with the existing soft Ecu, a notional financial unit based on the average weightings of a basket of European currencies.

Mr Richard Savage, corporate treasurer at Imperial Chemical Industries, said his company was studying over the next few weeks its strategy for the 1990s involving borrowing and investment in Europe. Most of ICI's financial

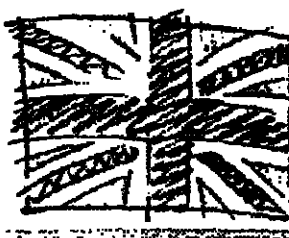
transactions across the EC at present are based on the D-Mark and Mr Savage said he had yet to be convinced that the hard Ecu could play a role.

Mr Roger Lomas, financial adviser at BAT, the tobacco company, said he doubted whether there would be sufficient incentive to use the hard Ecu, while at Glaxo, the drugs and laboratory equipment company, Mr Roy Thomas, finance director, said he was "sceptical" about the UK proposal. "The whole argument (about the hard Ecu) is political," said Mr Thomas.

The corporate treasurer at a large UK capital goods company, who did not want to be named, said discussion of the hard Ecu was "a waste of time."

Officials at both Glaxo, Britain's biggest drugs company, and BP, the oil company, said meanwhile that they did not think the hard Ecu would have any relevance to their companies in the immediate future.

BRITAIN IN BRIEF



Patten says go green to win markets

British business has been losing valuable opportunities in European markets by failing to take a lead on the environment, Mr Chris Patten, Environment Secretary, has said.

British companies needed to improve their performance on the environment, Mr Patten told a Conference of British Industry conference in London.

"Protecting the environment should be at the centre of every firm's strategic planning," he said.

The Environment Secretary estimated that the European market for environmental technology would grow from £20bn to £32bn over the next ten years.

He warned, however, that British companies were in danger of losing out. "Those countries who pressed ahead now have the lead in many fields of environmental protection technology."

DTI in German purchase row

The Department of Trade and Industry has defended its decision to choose a German supplier to provide £2.4m worth of furniture and equipment for its new offices.

Opposition trade and industry spokesmen Mr Douglas Henderson had described the decision as "unpatriotic and unbelievable."

But a DTI spokesman said: "This was a standard Government tendering exercise. It is quite untrue to say that British companies were ignored. At least one British company was in the shortlist."

Home loans in sharp fall

The depressed state of the housing market in the UK has led to a sharp fall in loans for house purchases, according to the Committee of London and Scottish Bankers.

The groups of banks represented by the CLSB made gross loans for house purchases of £2.1bn, nearly 10 per cent less than both the previous quarter and the third quarter last year. This was a direct result of the "relative inactivity in the housing market", the committee said.

The number of new mortgages approved in the third quarter slipped by almost 3000 compared with the second quarter. The groups approved 31,300 with a total value of £1.2bn. But the average value of approvals remained at £39,300, less than 2.5 per cent higher than a year ago.

Oil value rises on Gulf crisis

The sterling value of UK oil production nearly doubled in September, compared to a year ago, according to the Royal Bank of Scotland.

The Bank said the daily average value of production was £32m, 94 per cent higher than last year, and 32 per cent higher than August.

Production declined 12 per cent compared to a year ago, to 1.7m barrels a day.

Acid rain plan in trouble

Expensive electricity industry programme for dealing with acid rain has run into problems because it could damage rivers in the Midlands and Yorkshire.

PowerGen, one of the soon-to-be-privatised



President Francesco Cossiga of Italy (left), who is in Britain on a state visit, was yesterday welcomed at Oxford University by Mr Roy Jenkins, the chancellor and former president of the European Commission (right). Mr Cossiga was at the university to attend the formal restoration of Italian studies following a grant from Fiat, the Italian car manufacturer.

Woolwich wins over tax office

The Inland Revenue, the government taxation office, was faced with a possible bill running into hundreds of millions of pounds following a test case defeat in the House of Lords brought by the Woolwich Building Society.

In a ruling of major importance to building societies five law lords, in a 36-page reserved judgment, declared Inland Revenue regulations made under the provisions of the Income and Corporation Taxes Act 1970, relating to payment of tax on interest and dividends invalid.

They decided that the 1986 Income Tax (Building Societies) Regulations were "unlawful and ineffective" in so far as they related to transitional arrangements for the payment of composite tax rate.

OfTel power loss warning

The government's review of whether to introduce more competition into the telecommunications industry could reduce the power of OfTel, the body which regulates the industry.

Mr John Redwood, the minister for corporate affairs at the Department of Trade and Industry said yesterday that as competitive markets develop around privatised monopolies, so there should be less need for regulation.

Mr Redwood told a London conference on privatisation and regulation. "Regulation is never an adequate substitute for competition."

Mr Redwood's speech to the conference, organised by International Antitrust Conferences, came a day after British Telecom called for a reduction in OfTel's power.

Tyre power station planned

The UK's first power station to generate electricity from old tyres will be built in Wolverhampton, West Midlands.

Wolverhampton Metropolitan Borough Council's planning and development committee yesterday approved the scheme, removing the last regulatory hurdle in the way of development. "Regulation is never an adequate substitute for competition."

Elm Energy and Recycling (UK), the British arm of a Connecticut company, will put in place final equity and financing arrangements so that it can start construction of the 280m sqm plant next year, with a view to first fuel generation in 1992.

UK condemned on human rights

The European Court of Human Rights condemned Britain for denying some prisoners legal recourse against government

DAI-ICHI KANGYO BANK

DKB ECONOMIC REPORT

October 1990: Vol. 20, No. 10

Mideast Crisis Gives Cause for Concern for Japan's Economic Outlook

In the wake of the August 2 invasion of Kuwait by Iraq, tension has heightened in the Middle East. To date (October 2), armed conflict has been avoided, but nobody can rule out such a possibility. Even if an armed conflict is averted, there appears to be a strong possibility that the situation in that part of the world will remain volatile for a relatively long period of time.

There is concern over the supply of oil. Some member states of the Organization of Petroleum Exporting Countries (OPEC), other than Iraq and Kuwait, are planning to boost crude oil production to make up for a possible shortage. However, oil prices moved in a wide range in August-September, with the cost of the U.S. benchmark West Texas Intermediate (WTI) oil (offering \$30 per barrel). Entering the demand season, oil prices are likely to rise even further.

The tension in the Middle East and the resulting rise in oil prices have begun to have a major impact on the economies of Jordan, Iraq and other nations that depend heavily on Iraq for their oil exports. The same applies to non-oil-producing developing nations suffering a deterioration in the balance of international payments. Moreover, the various effects of the Middle East crisis on the economies of Japan, the United States, European nations and other industrial nations that import oil from Iraq and Kuwait have become increasingly evident.

Impact on Japanese Economy

Relatively Small?

What impact is the Middle East crisis having on the Japanese economy? The effect seems likely to remain less than during the first and second oil crises provided that crude oil prices stay around \$30 a barrel for several reasons. Firstly, oil prices are not expected to double - compared with the increase of 3.6 times in the first oil crisis and of 2.4 times for the second one - given that oil prices are hovering at around \$30 per barrel. Secondly, the yen is gaining strength against the U.S. dollar, reflecting the

weakening U.S. economy, and this helps curb the rise in yen-denominated prices of oil imports. In the first and second oil crises, the yen depreciated against the U.S. dollar by 15-30%, accelerating the rise in oil import prices. Thirdly, steady progress has been made in efficient utilization of oil, leading to a sharp fall in import volumes of crude oil and petroleum products.

Tightening Labor Situation

Under these circumstances, worries about the outlook for prices persist. The increase rates of both wholesale and consumer prices currently remain low. However, some manufacturers are trying to raise their product prices on the grounds of higher costs for raw materials and distribution. Labor environmental-related indicators, such as the unemployment rate and the ratio of job offers to job seekers, indicate a tightening of the labor supply-demand situation. Furthermore, the year-to-year growth of money supply has been running high at around the 12% level. Inflationary pressure is therefore very strong, raising concern that the rise in crude oil prices may feed inflation.

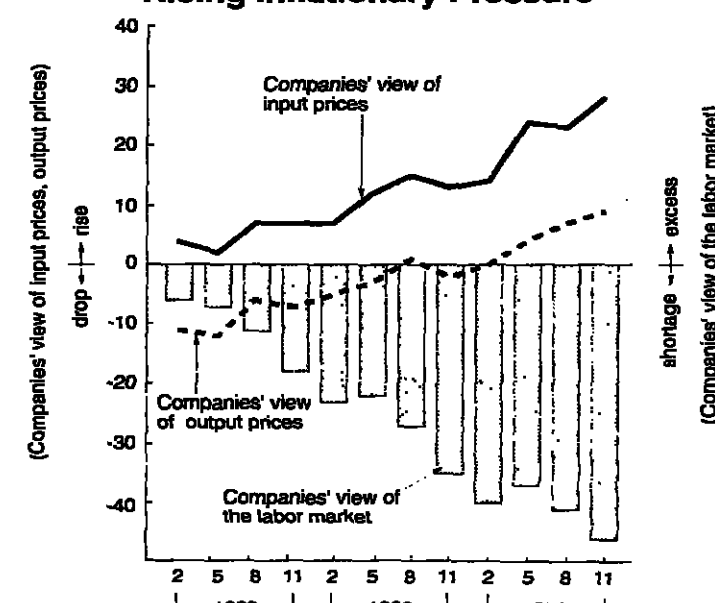
Under such circumstances, the Bank of Japan's quarterly short-term survey of business outlook (Tanikan), conducted in August, showed that companies predicting higher prices substantially outnumbered those expecting prices to fall compared with the last survey. This attested to growing concern over higher prices in the future. The survey also showed that the percentage of companies feeling a labor shortage continued to far surpass that of those seeing an excessive labor supply, highlighting that the labor shortage has become chronic (figure).

Effect of Higher Interest Rates

Becoming Evident

Rising inflationary pressure combined with the surge in oil prices prompted the Bank of Japan to raise the official discount rate on August 30, in a move to forestall the upsurge of prices. Commercial banks increased short- and long-term prime lending rates to 8.0% and 8.5%, respectively, in September.

Rising Inflationary Pressure



8.5%, respectively, in September.

The rate hikes are likely to affect economic activity, although the economy is still growing on the back of brisk consumer spending and capital investment. Japan's gross national product (GNP) for April-June grew by 7.5% over the previous year in real terms, according to a preliminary report released in September. The economy thus sustained relatively high level even taking into account the slow economic growth in April-June 1989 due to the introduction of the 3% consumption tax in April 1989. The movements of leading economic in-

dicators also suggest economic activity is likely to continue expanding. However, the pace of growth is likely to slow gradually under the effect of rising prices and higher interest rates due to the surge in crude oil prices.

"If an armed conflict occurs in the Middle East, resulting in a suspension of crude oil supply and soaring oil prices, it will naturally have a major impact on the Japanese economy. The year-to-year rising rate for August: Domestic wholesale prices 0.8%, Consumer prices (Tokyo metropolitan) 0.9%."

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The next DKB monthly report will appear Nov. 23.

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The Economist

15/10/50

FT LAW REPORTS

Delivered steel strip belongs to German suppliers

ARMOUR AND ANOTHER v
THYSSEN EDELSTAHL-
WERKE AG

House of Lords (Lord Keith of Kinkel, Lord Goff of Chieveley and Lord Jauncey of Tullichettle):
October 16 1990

IN A contract for sale of goods, a condition that they are to remain the seller's property after delivery until payment of the purchase price, is effective to ensure that the seller retains ownership if the price is not paid and, in the absence of the buyer's ultimate right to the goods, does not create a right of security without transfer of possession, invalid under Scottish law.

The House of Lords so held when allowing an appeal by Thyssen Edelstahlwerke AG, suppliers of steel, from a decision of the Second Division of the Court of Session (Scotland), that steel delivered to buyers, Carron Co Ltd, formed part of Carron's assets in receivership. The respondents to the appeal were the Carron receivers.

LORD KEITH said that Thyssen carried on business in West Germany as manufacturer and supplier of steel. Carron carried on business at Falkirk as manufacturer of metal, plastic and general engineering

products. Receivers of Carron's assets were appointed on August 3 1983 under a floating charge in favour of two banks.

Prior to August 3 Thyssen and Carron had engaged in a course of dealing under which Thyssen sold and supplied steel strip to Carron.

The contracts of sale were subject to Thyssen's General Conditions of Delivery and Payment. At the time of the receivers' appointment 67,423 kilograms of steel strip lay in Carron's works, delivered under the contracts. The £71,769 invoice price had not been paid.

Clause 1.3(1) of the General Conditions of Delivery and Payment provided "All goods delivered by us remain our property... until all debts owed to us including any balances existing... are settled."

Following the receivers' appointment a dispute arose as to whether the 67,423 kilograms remained Thyssen's property by reason of clause 1.3(1), or formed part of Carron's assets available to its preferred or other creditors.

In February 1983 the receivers raised an action against Thyssen in the Court of Session claiming a declarator that Carron was owner of all steel supplied by Thyssen and delivered. Thyssen lodged a counterclaim for payment of the £71,769.

Lord Mayfield decided in

favour of the receivers.

He was of the opinion that Scots law as the *lex situs*, governed ownership of the goods; that according to that law, clause 1.3(1) amounted to an ineffective attempt to create a right of security over the steel strip without transfer of possession; and that property in the steel strip passed to Carron on delivery.

In reaching that conclusion, the Lord Ordinary followed two decisions of Lord Ross in the Outer House, *Deutz Engines v Terex 1984 SLT 273* and *Emerald Stainless Steel v South Side Distributions Ltd 1983 SLT 162*.

Thyssen reclaimed. The reclaiming action was heard by the Second Division.

It found in favour of the receivers on substantially the same grounds as the Lord Ordinary, namely that clause 1.3(1) constituted an attempt, ineffective under the law of Scotland, to create a right of security over corporeal moveables without transfer of possession, and that the property in the steel strip had passed to Carron on delivery.

Thyssen now appealed. It was well-settled in the law of Scotland that in a contract for the sale of corporeal moveables a condition that notwithstanding delivery ownership should not pass until the price had been paid, was valid and effective.

In the present case Thyssen,

owner of the steel strip, transferred possession to Carron under what was unquestionably a contract of sale. There was no question of Thyssen creating a right of security.

Thyssen was not in the position of a debtor seeking to give a right of security to a creditor. It was a creditor. Carron obtained possession subject to a condition that it should not obtain the property until it had paid.

Could it be said that Carron somehow attempted to create a security over the goods in favour of Thyssen?

To do so it would have to have both ownership and possession, actual or constructive, of the goods. The essence of a right in security was that the debtor retained at least an ultimate right to the goods.

Carron could only retain an ultimate right to the goods if the contract of sale gave it the property in the goods. But the contract said the property in the goods was not to pass until all debts had been paid.

This was far removed from the situation where a party in possession of corporeal moveables was seeking to create a subordinate right in favour of a creditor while retaining the ultimate right to himself.

It was true that by entering into the contract of sale Carron agreed that Thyssen would in effect have security over the goods after they had come into Carron's possession.

But at that stage Carron had no interest in any particular goods. It was never in a position to confer on Thyssen any subordinate right over the steel strip.

Section 17 of the Sale of Goods Act 1979 provided that under a contract for sale of specific goods "the property in them is transferred to the buyer at such time as the parties to the contract intend", and that for the purpose of ascertaining intention "regard shall be had to the terms of the contract".

In the contract the parties clearly expressed their intention that property in the steel strip should not pass to Carron until all debts had been paid. There were no grounds for refusing to give effect to that intention.

Further, section 19(1) provided that under a contract for sale of specific goods "the seller may, by the terms of the contract... reserve the right of disposal of the goods until certain conditions are fulfilled"; and notwithstanding delivery "property in the goods does not pass to the buyer until the conditions imposed by the seller are fulfilled".

Here Thyssen, by the terms of the contract, had in effect reserved the right of disposal of the steel strip until fulfilment of the condition. By virtue of the enactment, the effect was that property did not pass to Carron until the condition

had been fulfilled.

Counsel for Carron argued that "conditions" in section 19(1) must be read as excluding any condition which had the effect of creating a right of security over the goods.

A provision reserving title to the seller until payment of all debts due could not be regarded as amounting to creation by the buyer of a right of security in favour of the seller. Such provision did in a sense give the seller security for the buyers' unpaid debts. But it did so by way of legitimate retention of title, not by virtue of any right over his own property conferred by the buyer.

In all cases where a right of security was conferred the debtor retained an ultimate right over the subject matter in question. The creditor having realised out of that subject matter a sufficient sum to meet the debt, was obliged to account to the debtor for any surplus.

Where the seller retained title until some condition had been satisfied and, on failure of satisfaction, repossessed the goods, he was not obliged to account to the buyer for any part of their value. If the market price rose so that the goods were worth more than the contract price, the extra value belonged to the unpaid seller.

That was clearly the position where the condition related to payment for the actual goods. It went to show that the reten-

tion of title provision did not create a right of security forming an exception to the general rule requiring possession by the creditor.

The same was true where the provision covered not only the price of the goods, but also debts due to the seller under other contracts.

The judges of the Second Division placed some reliance on section 62(4), which provided that the Act's provisions about contracts of sale did not apply to "a transaction in the form of a contract of sale which is intended to operate by way of... security".

Clause 1.3(1) in itself was not a transaction in the form of a contract of sale. It was simply one of the conditions of what was a genuine contract of sale. Section 62(4) did not apply.

The reasoning of the Lord Ordinary and of the judges of the Second Division was erroneous, as was that of Lord Ross in *Emerald Stainless Steel*, and in *Deutz Engines*.

Clause 1.3(1) was valid and effective. The appeal was allowed.

For Thyssen: Jonathan Mance QC and JW McNeill (Pritchard, Englefield & Tobin)
For the receivers: James E Drummond Young QC and Neil F Davidson (Masons)

Rachel Davies
Barrister

POLAND

The Financial Times proposes to publish this survey on:
20th November 1990

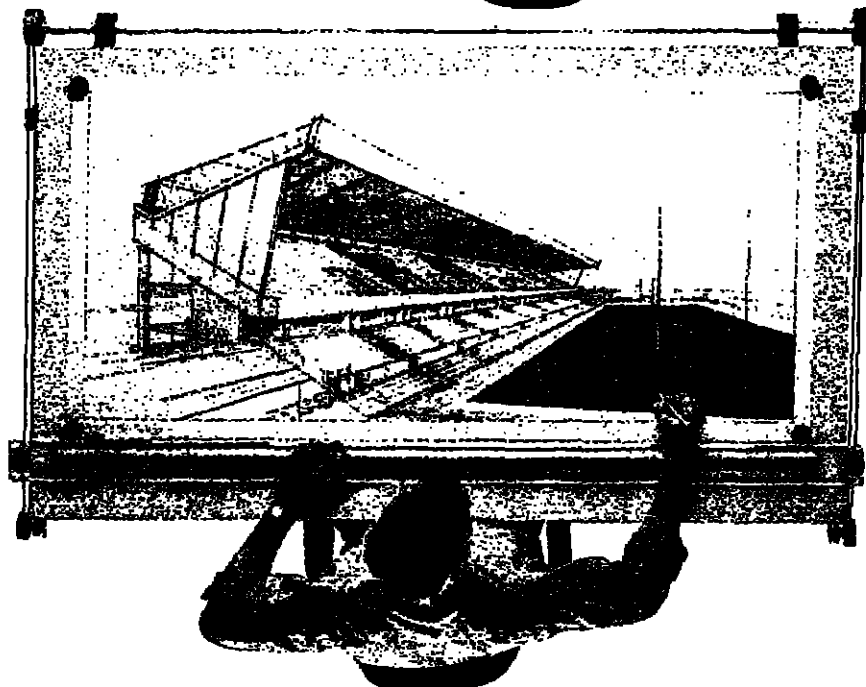
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FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

The pen is mightier than the fire extinguisher.



Some of the best fire-fighting happens long before there's a fire to fight. On the drawing board.

It's the designer's job to keep the building standing for as long as possible: so you can get out, and the fire brigade can get in.

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We can also tell him exactly how much fire protection it will need: and exactly where to apply it.

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(We've made safety recommendations on stands at Murrayfield and Twickenham, to name just two.)

As we continue to test new designs, we'll continue passing on the results. To engineers, architects and the relevant authorities.

Because the more thinking that goes on before the unthinkable happens, the more chance there is of controlling the consequences.



British Steel: adding value

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See today's
Top Opportunities page.

OPPORTUNITIES

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MANAGEMENT

There was something different about the aircraft. The seats were clean and fresh and without the uncomfortable indentations of thousands of bottoms of different size. The cabin crew seemed to realise that it was now several hours since we had left home - including the usual long hassle with check-in and airport formalities.

Check-in had been unusually smooth and helpful. The high level of service was maintained through the night as we flew to the Far East.

Sleep was not interrupted by unnecessary announcements bellowing passengers the obvious. The loos were kept clean and the cabin staff did not have a furtive smoke and drink in the galley; nor did they have any request from passengers as an unwarranted intrusion.

It was an airline we had used before - a Far Eastern one - and, if anything, its standards had improved even further since our previous visit.

Our hotels in Singapore - and later in Hong Kong - were, as always, exceptionally good and gave a quality of service which could not be bettered. They were expensive but still much cheaper than their London equivalents.

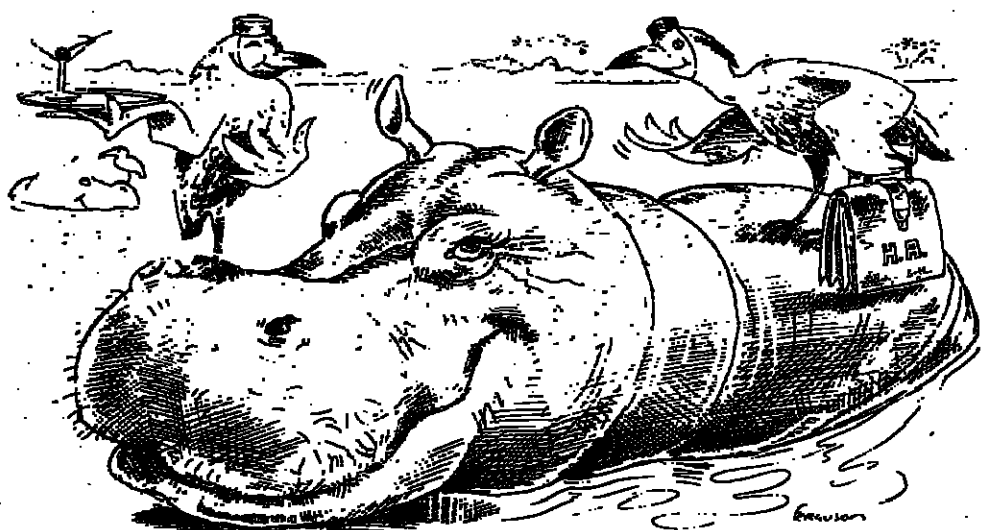
And oh, the difference in service. We were met at the airport, and driven to the hotel. A short while before we arrived, the driver spoke on the carphone to reception. We were taken straight up to our room by an assistant who had already filled in our registration form ready for us to sign. Immediately a bowl of fruit arrived and some tea, followed by our luggage.

Did we have any other requests? Yes, and they were dealt with at once.

None of these services, taken separately, is difficult to achieve or even unusual. The difference here was that they all happened and they worked. The impact on the customer is obvious; he or she will become a customer for life.

Later, and still intrigued, I reflected on these experiences. Where had those who provided the services learnt about pleasing customers? Who had taught them? What part had the force of competition played? Was their courtesy and good manners natural or had it been learnt?

So I started to make enquiries among the airlines and hotels. Yes, they told me, tough competition was a factor and, for a time, so was an easier labour market - although now that had largely



Unending striving for customer satisfaction

Thomas Kempner reflects on a journey of discovery

changed. But the creation of an excellent service had not happened by chance - far from it. They had established deliberate policies of training and re-training which had resulted in their becoming customer-driven organisations. It had not been easy and it had taken time.

Front-line staff who deal daily with customers had, in successful cases, the power to handle each client in a personal way and to cope with the unexpected. They could do this because they were confident about their organisation's ethos and purpose. Moreover, as I discovered later, they believed that any feedback from customers which they passed on to higher levels of management would be acted upon.

As I listened to stories of success and failure I realised that the key to achievement is a realisation that customer service is a strategic matter more than a tactical matter. The difference is crucial. Tactics requires high quality day-to-day operations; these include good housekeeping and cost-control, recruitment and training of the right staff, cleanliness and refurbishment of premises.

All these are important but are useless without an appropriate strategic context. This, and it requires much thought, is established by a preliminary

identification of, and agreement on, the current and future direction of the business. It is crucial to be clear about the market segment or type of customer, price levels and brand image with which the product or service will be identified compared with the competition.

Only after these factors have been addressed will it be possible to move to the tactical agenda. Then a number of steps have to be taken, some of them simultaneously. Number one, and often done rather badly because senior management generally has no experience of directly addressing staff, is to convince them that any new arrangements are sensible and workable.

It will be necessary to overcome a high degree of cynicism; any new scheme will be viewed as another short-term fashion, implemented half-heartedly with inadequate resources. So important is it to win the commitment of employees, or at least a willingness on their part to suspend disbelief, that some experts believe senior management will need training in how to put over their case. Few senior managers realise how unconvincing they sound - and their staff are unlikely to tell them.

At the same time an independent survey should be

undertaken to find out what customers think of the business now, what improvements to service they would wish to see, and how they see the competition.

Some of the demands the survey will throw up may seem far-fetched and unrealistic but they should not be dismissed at this stage. Customer expectations must be considered in tandem with the views of staff, particularly their ideas about the removal of barriers to improved service. Disputes, often of long standing, between different departments and layers of management must be identified and their causes removed.

This may prove to be difficult because it may require organisational and physical restructuring. For example, systems grow up over time to suit administrative convenience or serve a demand now long obsolete. But the system persists and has strong defenders from those who are its beneficiaries.

Similarly, the physical design of a hotel bedroom or dining room, the reception facilities at an airport, lay-out of an aircraft galley, may all militate against a high level of service. Computer and management information systems may have been designed for something else and may soon become out-of-date. All

systems, and the people who have invested time in learning to use them, are a powerful force for inertia and in favour of the status quo.

Training is required - and not just at the junior levels. The most senior people must take part and be seen to be doing so.

Training and implementation of new systems will establish benchmarks about the responsiveness and speed of service. It will also, or should, give staff an indication that they are being encouraged to use their initiative when dealing with customers. This may be a difficult concept for management to grasp because the results are far less predictable than when staff are only allowed to respond to instructions as laid down. Yet one of the tests of well-trained and motivated staff is their instinctive knowledge of how to respond to the unusual.

Successful organisations are constantly searching for something particularly elusive: the unique selling proposition, the USP, which differentiates what they do from their competitors. Some firms have established an enviable niche at the top end of the market where they can charge a high price. Examples are luxury hotels for engineering quality, the London Savoy for service, the Regent in Hong Kong and the Shangri-la in Singapore for all-round customer care.

However, the top end of the market is not the real test. Much more difficult is to do the same for large volume businesses.

In the motor car market, Volvo and some of the Japanese manufacturers have achieved high quality, reliability and after-sales service. British Airways has made huge improvements and so have some building societies. No bank, at least in Europe, has even begun to tackle the problem of customer care. The first one which does so will jump far ahead of its competitors.

It is not easy or cheap to implement radical changes at all levels of an organisation. It takes time - and time to correct any mistakes.

And it is also important to remember that, having put in all the hard work to establish a name for quality, that is just the start. The search, the striving for customer satisfaction, is unending.

Thomas Kempner is emeritus professor at Henley, the Management College, from which he recently retired as principal, and is an honorary professor at Brunel University.

Strategic change

In topsy-turvy fashion

Simon Holberton explains how foreign manufacturers trying to succeed in Japan should go about their operations

What do pharmaceuticals, computers, refrigerators, air conditioners, soft drinks and coffee-makers have in common? In Japan, foreign companies once possessed market leadership; now they do not.

Foreign companies in Japan are facing a crisis borne of their inability to match Japanese manufacturers' virtual continuous product development - in the soft drinks market, about 1,000 new products appear annually of which one per cent see their second birthday - and dogged assault on channels of distribution.

According to two McKinsey & Company executives, Kevin Jones and Tatsuo Ohhara*, the economic structure of Japanese industry supports a style of competition that requires a profound change in the way managers of foreign companies in Japan approach their businesses. To succeed there, and possibly globally, western companies have to become a little Japanese.

A century ago, foreign residents in Japan used to refer to it as the "upside down land". The contrast Jones and Ohhara provide of the typical westerner versus the typically Japanese attitude to products, markets and business underlines the continuing relevance of that observation which they term "heretical".

Western business practice is based on a rational assessment of options for a market and a form of decision-making to determine action. Formal contracts define the relationship between manufacturer and supplier; distributors are channels for sales - to be taken up or dropped depending on success - not sources of market information and networks to be nurtured.

In Japan the opposite applies. The foundation of Japanese competitive style is what the authors call "soft integration" - an inter-related industry structure that makes suppliers and distributors far more responsive than they are in the west.

Whereas the classic western concept of industrial integration depends on ownership, in Japan integration works by association and minimal own-

ership. The typical characteristics of soft integration are: many companies providing the supply and distribution network for the "mother" company; a high level of self-sufficiency (particularly in design) in the tasks suppliers perform; and strong links among the firms, particularly in terms of personnel exchange. These inter-firm relationships are not contractual.

Soft integration is also critical in distribution. Distributors and retailers in Japan tend to push the products of one company and there is an extensive sharing of information. Jones and Ohhara observe that the alliance between distributors and a primary manufacturer means that the former supply a lot of information on products which they consider the manufacturer ought to make.

Maintaining shelf-space

But the relationship is, nevertheless, soft not hard. Toshiba stole the march on all its competitors when it introduced its lap-top computer. Retail outlets associated with NEC now stock Toshiba's computer. Getting on to distributors' lists "depends primarily on novelty, not margins; maintaining shelf-space depends on volume, not margins."

The style of decision-making in Japanese companies is eclectic and "fuzzy" as opposed to architectural and "rational" - lends itself to rapid competitive moves. (It probably also enables Japanese companies to engage in successful horizontal diversification, such as the move by Kasa, Japan's largest consumer products company, into floppy discs and the move by Panasonic, the electronics subsidiary of Matsushita, into designer bicycles.)

"Under the architectural approach, solutions usually link elements together into a unified strategic road map that is a mirror image of the problem. Under the eclectic model there frequently emerges a patchwork of action plans reflecting the range of issues involved. And this

approach has no specific doctrine. Solutions and methods derived from the architectural model can be viewed with interest, if relevant, or ignored, if not. The reverse is not true. The architectural rejects the eclectic, a priori."

The goals and objectives of Japanese companies buttress this decision-making style and reflect "a desire for corporate survival and leadership, not a fixation on such measures as return on equity". Judging performance against goals tends to be qualitative, not quantitative by short-term goals. It is the latter the measure tends to be return on sales.

So how does our embattled foreign company in Japan respond to all of this? The authors maintain that the choice facing foreign companies is change or fail.

The investment by foreign companies in "rational overhead" - the architectural approach to product development, the exhaustive marketing driven by short-term goals, and the internal advocacy approach to decision making - needs to be cut. In a market where new products are produced with astonishing frequency the rational overhead "means we take a long time to make bad decisions", in the words of one of the authors' informants.

Foreign companies have to devote more time and effort to developing distribution channels and accept that what motivated the distributor is not price but product novelty. Companies also have to exploit the Japanese sub-contractor system. "Only a few companies exploit the network for product development or have learned to work effectively with Japanese suppliers."

Most challenging of all, however, is the recommendation for foreign companies to ditch their "colonial" management approach. Stop treating subsidiaries in Japan as passive consumers of a global product development machine, as that makes it very difficult for them to compete.

Managing the "heretical" company. McKinsey Quarterly, 1990, No.3, from: McKinsey & Company, 14 St James's Street, London, SW1A 1PS.

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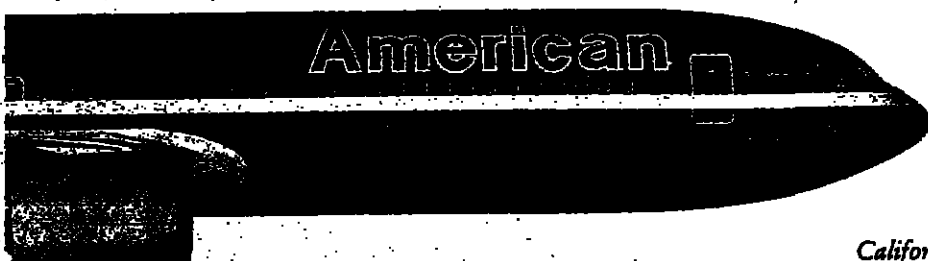
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TECHNOLOGY

The UK's first plant to generate energy from redundant tyres will use proven technology refined to meet the more stringent environmental standards coming into force on emission controls.

Plans for the £36m plant, on the site of an old iron foundry in Wolverhampton, West Midlands, were approved yesterday by the Wolverhampton Metropolitan Borough Council's planning and development committee. The project could absorb up to 45 per cent of the tyres scrapped each year in the UK to provide enough power for 20,000 homes, or, put another way, for a 20 Megawatt generating plant.

The technology chosen by Elm Energy and Recycling (UK), the promoters of the project, comes from Basic Environmental Engineering of Illinois and, in one form or another, is used in 125 US plants constructed since 1970. In the British case there will be five production lines feeding into one generating set.

The initial stages of the power generation process are quite orthodox. The tyres are inserted into a boiler. The burning creates heat which is turned into steam and the steam goes through the turbine generator set. But there is an additional process at work simultaneously and it sets off the generation of power out of tyres from ordinary power stations using fossil fuels.

The initial combustion of the tyres burns off their rubber but the Basic technology uses re-burn tunnels where the heat rises to 2,000 deg F. Normal power stations do not have, and do not need, the tunnels. The purpose of them is to burn off more than half of the nitrous oxides and all the dioxins: the higher the temperature the easier it is to do.

It is at this stage that the

Paul Cheeseright sees plans for a power station fuelled by tyres

Energy from burnt rubber



Tyres burning out of control are an environmental hazard, but in controlled conditions are an alternative source of energy

refinement to proven technology comes into play. Once the particulates remaining from the re-burn have cooled they are directed to a bag house. This is a system consisting of Gore-Tex fabric filters which trap the particulates that have a high zinc content.

The gases meanwhile are treated with lime to remove the sulphur in a scrubber, not dissimilar from those used in coal-fired power stations.

Combination of the bag house and the scrubber takes further the process of emission control which has emerged in the US. The latest plant of this type to start operations, last year in Oklahoma, has a bag house but no scrubber. Other earlier plants may have neither but, according to Anne Evans, managing director of Elm Energy, still manage to

meet Environment Protection Agency standards.

At present there is no British standard for tyre-burning power plants (there has not been the need) but one is being written to cope with the Elm project. In 1992, however, this will be superseded by the European Community standard.

Evans claimed that the Elm project would have emissions of 10 per cent of that level.

The process of emission control is also important for the finances of the project. Elm is tight-lipped about this but it is reasonable to assume that around 20 per cent of the income will come from revenue streams other than the sale of power. The first of these streams is calcines, that is the high zinc content particulates which are trapped in the bag house. The second comes from

the scrubber waste, a compound like gypsum which is used in the building industry. Third, the initial burning of the tyres leaves ferrous metals in the boiler grate which can be sold to steel scrap processors. Additionally, Elm collects a fee from those seeking to dispose of tyres.

The sale of power is secured by a contract with Midlands Electricity but there is a margin of subsidy which arises from the UK government's policies both on cleaning up the environment and on encouraging the use of non-fossil fuels. This should have the effect of allowing the initial investors in the project a shorter payback period. The power sales should cover the debt obligations into which Elm will enter. Sale of the by-products thus becomes icing on the cake.

The subsidy arises from the Department of Energy's Non-Fossil Fuel Obligation. Midlands Electricity will buy power from Elm as if it were buying from the national grid. But the Non-Fossil Fuel Obligation effectively meets the difference between the selling price and the production price.

The project is officially classified as a Non-Fossil Fuel Renewable Energy Project set up under the terms of the Electricity Act 1989 and, indeed, is the largest scheme under the Government's plan to foster renewable forms of energy. The Wolverhampton discussions were the last phase of the moves towards regulatory approval and the next steps towards a commissioning of the plant in 1992 are largely financial and organisational.

There will be three equity holders. They will put up around £12m of the project costs. Arrangements for debt financing of the balance should be put in place over the next few weeks, but first the equity structure needs to be settled.

Digital throws the door 'open'

Louise Kehoe on yesterday's announcement of a shift in strategy

After suffering a two-year earnings slump, Digital Equipment, the world's second-largest computer manufacturer, has swallowed some bitter medicine. In a strategic move to regain market momentum, Digital said yesterday that it plans to adapt its prized proprietary computer hardware and software to fit "open systems" standards.

For Digital, which has built its business primarily upon the concept of a broad, compatible but proprietary product line, centred upon its VAX mini-computers running the VMS operating system, yesterday's announcement represents a significant shift of direction.

The company has acknowledged that computer users are demanding "open systems" — which adhere to common standards and which work with other manufacturers' software and data — and that this trend demands a change in its approach to computing.

Previously, Digital had recognised the movement towards open systems and offered a version of Unix, the increasingly popular AT&T computer operating system, as an alternative to its own proprietary software.

There was seldom doubt, however, that Digital considered Unix to be second best. "We market Unix and VMS with equal enthusiasm, but when the customer can choose, he often chooses VMS," Kenneth Olsen, Digital president, said as recently as three months ago. It will be several years, he maintained, before Unix becomes a "world class commercial operating system"

with all of the features of VMS. Digital now aims, however, to incorporate open systems standards into VMS and to adapt its VAX architecture to incorporate Reduced Instruction Set Computing (Risc). The company aims to maintain the advantages that it claims for its proprietary systems while incorporating aspects of open systems that computer buyers are demanding.

While the trend towards open systems has frequently been portrayed as a shift away from proprietary operating

easy to port many Unix applications to VMS as it is to port those applications between different versions of Unix" Demmer claimed.

"Of course portability works two ways," Demmer acknowledged. It will become easier for users or software developers to adapt the applications designed to run on Digital's VMS to work on competitors' Unix-based systems. To maintain its competitive advantage, however, Digital aims to improve the price-performance ratings of its computers.

digital

Digital aims to maintain the advantages that it claims for its proprietary systems while incorporating aspects of open systems that computer buyers are demanding

systems software towards Unix, what computers users really want, Digital maintains, is "interoperability".

"Computer users are becoming more knowledgeable about open systems. Users want the ability to interoperate — to share data and interact with other applications on any computer over the network; the ability to port — to take an application written for one system and run it on another; and to take users already familiar with one system and bring them up to speed on another," observed William Demmer, vice president of VAX VMS Systems and Servers.

The standards to be incorporated in VMS will make it "as

competitors in the minicomputer market; has also adopted a Risc architecture.

Risc processors perform large numbers of simplified instructions at great speed, unlike conventional processors which perform complex instructions. Single chip Risc processors are currently used to power high-performance computer workstations including those offered by Digital and its competitors.

A critical question is whether Digital will develop its own Risc processor internally or adopt a processor offered by one of the leading microprocessor chip companies such as Intel, Motorola or MIPS Computer.

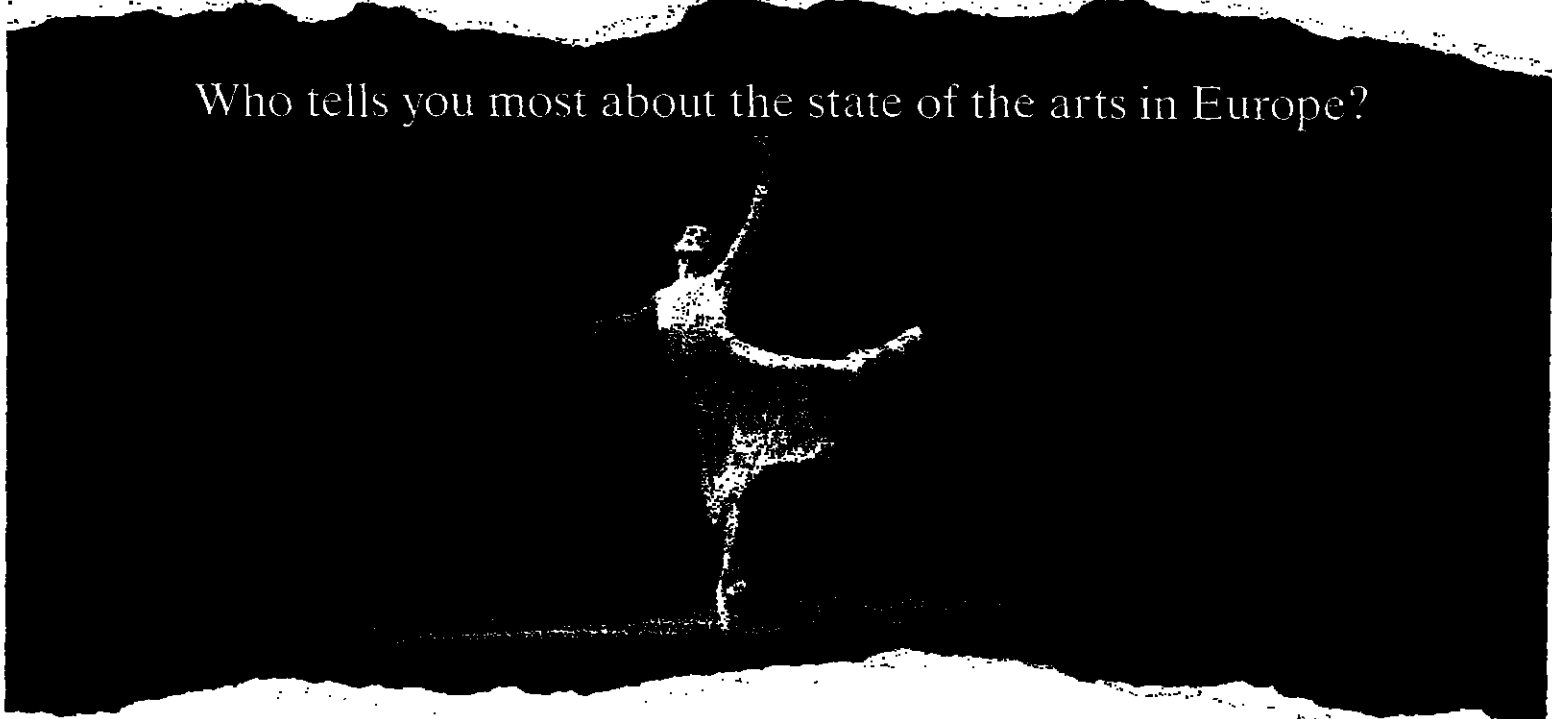
Two years ago, Digital abandoned plans to create its own Risc chips for new workstation products and instead turned to MIPS Computer. Further demonstrating its willingness to use standard microprocessor chips, Digital last week introduced a new range of computer systems based on industry-standard Intel microprocessors.

But Digital's projection of a two- to three-year period before it begins using Risc processors in its core products suggests that it plans to develop its own Risc architecture.

In the meantime, Digital faces intense competition in a sluggish computer market. While its product upgrades and statements of direction on software standards and hardware architecture may soothe the nerves of some of its customers, Digital's real challenge is to be ready to take advantage of the next upturn in computer sales, whenever that occurs.



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Reflections on the colour gold

A SIMPLE, non-toxic mineral pigment is the basis of a brilliant new colour effect invented by BASF scientists in the central research laboratories in Ludwigshafen, Germany, writes David Fishlock.

The process deposits a transparent film of iron oxide (haematite) on the surface of aluminium. Different things happen simultaneously to light striking the coating: some is reflected from the underlying aluminium; some is reflected from the surface of the coating; and some is absorbed by the coating. When used as a paint pigment, the sum of these three effects is a metallic sheen which varies in colour according to the angle from which it is viewed.

BASF plans to launch its new pigment initially as a metallic gold, called Patischrom Gold, but other effects are planned. A red-gold effect can be produced by coating flakes of the mineral mica with iron oxide and titanium dioxide, while a blue sheen can be created by reducing titanium dioxide with ammonia.

For the manufacturer, one big advantage of this approach is that it reduces the environmental safety testing expected on any new synthetic pigment. BASF is investing in a process to make 150 tonnes of the product a year, expected to come on stream next summer.

Seeing through designer labels

A TINY hologram could help prevent counterfeit goods, such as imitation designer clothes, from ever reaching the retail racks and shelves.

Developed by Light Impressions, of Leatherhead, the Cryptogram, as it is called, is a tiny dot which can be used discreetly as part of a tag or design label.

The secret of the Cryptogram is that it has been designed to look like a shiny spot on the label when viewed in normal daylight. But when the intense and direct light of a laser pen is shone on it the secret code is revealed — in the same way as "invisible ink" reveals its secrets when the paper is heated.

The developers of the Cryptogram say the dot could also be incorporated into larger holograms to give extra security for other goods.

The best bit of a beverage can

CARDBOARD beverage cartons lined with plastic and aluminium are now used for everything from orange juice to wine. But although the cardboard outer shell is easy to recycle economically, the lining has so far been ignored.

Now the University of Aachen in Germany, in conjunction with the Alliance for Beverage Cartons and the Environment, in Wiesbaden, has developed a way of recycling this silvery lining of aluminium and polyethylene. A trial plant has been set up to see whether the materials can be processed economically.

The process involves sub-

WORTH WATCHING

by Della Bradshaw

merging the metal and plastic lining in a solvent which has been heated to 140 deg C. The plastic dissolves and separates from the aluminium so both can be re-used.

Off the moon and into the woods

A SPACE age robotic vehicle, originally designed to walk on the moon, has been walking on the forested slopes of southwest Virginia to determine whether it can successfully be used through mountain tree nurseries and low lying wetland alike, writes Robin Burton.

The aim of the study was to assess the capabilities of the unusual vehicle and its suitability for operations such as timber harvesting in areas where a wheeled truck or tractor would not normally be able to go.

The prototype had several disadvantages: it was made of aluminium which would not stand up to very heavy work and it had loops of hydraulic hose in positions where they tended to snag stumps. But it did demonstrate that it could walk backwards, forwards, and sideways on its six legs. Each leg had a flat "shoe" to prevent it sticking into the ground when traversing rough, steep or wet terrain.

The field tests were carried out by the US Department of Agriculture in co-operation with the Forest Service, two universities and other interested bodies.

Food lights up with freshness

FOOD as diverse as minestrone soup, beef curry and chilli con carne is being produced by a new method which gives it as long a shelf life as canned food but without the resulting deterioration in texture and quality.

The meals, from Sous Chef of Deeside and intended for the catering industry, use a technique called ohmic heating, in which an electric current is passed through the food while it is under pressure. The electric charge means that heat is generated inside the food, so that the solids can be heated as quickly as liquids.

Although any bacteria present are killed by the charge, the speed of the process means the food remains intact. Once vacuum packed the meal has a shelf life of up to a year.

Contacts: BASF, Germany, 021 800. Light Impressions: UK 0372 20877. The Environment: UK 011 2000. USDA: US 202 430222, South Coast 0344 22000.

In the shadow of Vesuvius

View of Naples
from Baroque to Romanticism

London, 26th October - 27th November 1990
Accademia Italiana delle Arti e delle Arti Applicate
24, Rutland Gate, London SW7

The exhibition «In the Shadow of Vesuvius», sponsored by IRI, was originally held in Naples between May and July this year and was highly acclaimed.

The exhibition is now in London, and this is certainly no coincidence.

The original exhibition focused on the connection between Naples and the many foreign artists who visited the city, many of whom were British. Naples, the capital of the Kingdom of the Two Sicilies, was renowned for encouraging the spreading and exchange of culture across its borders, as a great European capital should do.

IRI, the largest conglomerate in Italy, has been operating in Naples for a long time in a wide range of activities - electronics, information technology, shipbuilding, steelworks, telecommunications, transport. The sponsorship by the IRI Group of both the Naples and London exhibitions testifies on one hand, the desire to preserve the history of this great city and, on the other, an international commitment, made even more timely by the fast approaching European Single Market.

The very theme of the exhibition - great «views» of the city and bay - involves insight into the relationship between man and nature, city and country, man and history, great architecture and back alleyways, all of which are part and parcel of today's new-found love of «the land».

Naples in the 18th century, and especially at the turn of

that century, was home to an Anglo-Italian society set in the fertile cosmopolitan cultural climate of the Enlightenment.

The links between Britain and the Kingdom of Naples were not only artistic; there were strong commercial connections too. Naples was the farthest point south on the Grand Tour for many rich young travellers. These connections were born of the extraordinary progress achieved in the British textile industry and in the field of mechanics, which were to contribute to the beginnings of modern industry in Southern Italy in the early decades of the 19th century, and to Italy's first railway line, full of symbolic importance, which linked Naples and Portici.

The works gathered in this exhibition enable us to revisit the Neapolitan history, both high and popular cultures, in the warm and luminous tones of landscapes now world-famous. First and foremost though, these works stand to signify the heartfelt wish of the IRI Group, that the great European market will be a perfect occasion to renew the traditional bonds of friendship between our two countries.

Franco Nobili
Franco Nobili
Chairman of IRI



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THE PROPERTY MARKET

Fresh pastures for a US raider

By Vanessa Houlder

THOSE who think that the UK property market has problems should take a look at the US. After a decade of rapid expansion, the US has \$160bn worth of vacant office space - enough to accommodate all the office workers of New York, Chicago, Los Angeles and San Francisco put together.

On the face of it, there could scarcely be a less alluring investment prospect. Yet any market in its death throes has its vultures. And in the US, one of the best known is Mr Sam Zell, a 48-year-old corporate raider and real estate magnate who rejoices in the title "the grave-dancer".

This ghoulish nickname dates back to an article Mr Zell wrote in 1975, celebrating the pickings to be had from beleaguered real-estate investment trusts. He has continued to sport a counter-cyclical investment credo, buying and turning round a succession of distressed properties, troubled companies and corporations emerging from bankruptcy proceedings. His property empire, he says, is worth \$5bn - although, significantly, he is reticent about the level of debt it carries.

Mr Zell makes a striking entrepreneur. Born in Chicago from Polish stock, he is short with narrow, piercing blue eyes, a grizzled beard and a rasping voice. As a self-made man, he reveals in non-conformity. Describing himself as "a product of the sixties", he dresses casually, talks aggressively and has a penchant for riding motorcycles around remote parts of the world.

But in spite of being a tycoon in his own right, Mr Zell is turning fund manager for a while. "We have created a



Sam Zell: the "grave-dancer"

couple of funds where we thought that the size and scope of the opportunities were beyond our capital resources," he says.

He is currently trying to drum up at least \$250m from investors round the world for a fund with the grandiose title of Zell/Merrill Lynch Real Estate Opportunity Partners Limited Partnership II. He will be paid a percentage of profits after 100 per cent of the initial investment (of which he is putting up some 5 per cent) is paid back.

The new fund, which follows hard on the heels of a \$1bn fund raised in July to invest in corporate financial restructurings, is a successor to a \$400m property fund, raised two years ago.

The rationale for the new real estate fund is that Mr Zell believes that the US property industry is at a turning point. The colossal problems that resulted

from overlending in the 1980s has taught the US banking industry the error of its ways, he reckons. "The growth in the pension fund assets and the general herd instinct all combined to increase the capital available far beyond the market's capacity to absorb it... Everywhere else in the world, capital is treated with a great deal more respect," he says.

The new-found reticence on the part of banks combined with belated regulatory zeal means that real estate will receive very little capital in the next five years, he reasons. "There is a watershed change. We are going from building for future demand to building for pent-up demand."

As a result, he thinks that property values will rise significantly when the market comes out of its trough. The tricky bit is judging when that will be. "The name of the game is picking the point at which it stops going down and betting on how long it will take to turn," he says.

In addition to calling the turn, Mr Zell reckons to add value by reducing the vacancy rates in distressed properties. Potential tenants worried that buildings will fall into disrepair, will be reassured by his capital and management resources.

"Since the average asset that we acquire is significantly underlet, it requires a high level of entrepreneurial talent to change its leasing characteristics," he says. "If a building is in trouble, the whole market knows it and there is serious trepidation of behalf of tenants as to how it will be maintained. We change the market's perception."

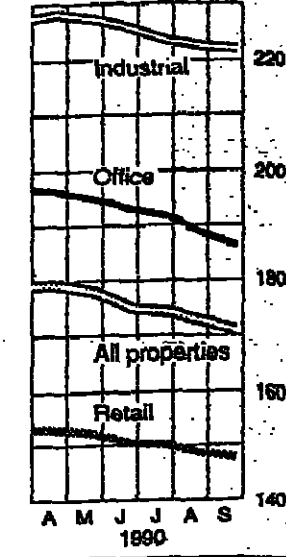
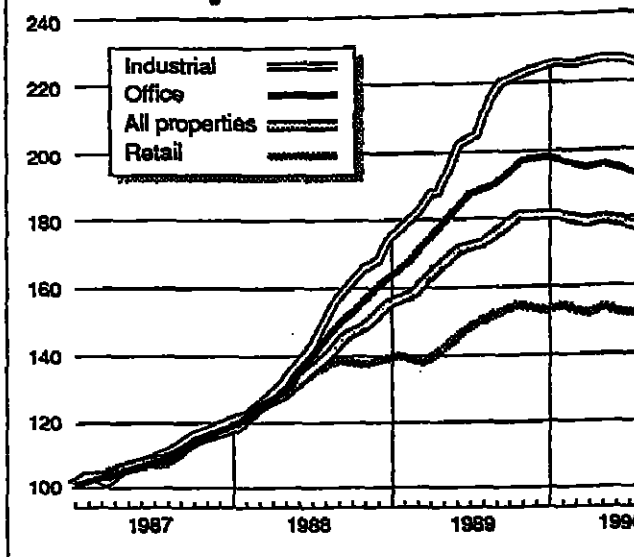
In general, he foresees difficulties of large proportions for some 36 to 48 months. However, different parts of the market will respond at different rates. In south west Texas and Louisiana where there has been no recent construction, prices are starting to firm, he says.

Mr Zell points to his first property fund as evidence that it is possible to make money in the bombed-out US property market. Properties which cost \$150 a square foot have been bought for \$30 a sq ft. Now, he says, they could be sold at \$70 a sq ft. "The price now reflects futures - people's perception of the fact that things are going to be better in the future," he comments.

The key to making money is selectivity. "We buy prime sites, prime buildings, prime locations where the problem was excess supply, not dud buildings." He is not, for instance, interested in the properties being hawked by the Resolution Trust Corporation, which has picked up the pieces from the Savings & Loans fiasco. The S&Ls, he says, had ended up lending to dodgy projects because high quality developers already had well-established links with creditors. "Those assets are not worth buying," he growls.

Investing in US real estate just now might seem the gamble of a lifetime. But Mr Zell is breezily confident. "Our risk is that we are buying properties that are, on average, 50-60 per cent let. Our reward is that the properties cost 50-60 per cent of what they cost to put up. The risk/reward ratio is attractive... I would suggest that we are extraordinarily risk averse."

IPD monthly index Total return, Dec 1986=100



Modest improvement in returns

THE latest figures from the Investment Property Databank suggest a modest improvement in the retail and office markets, although the research body is loathe to read this as a turning point.

"There is little hard evidence yet that the market cycle has turned, and some evidence that rental growth has finally deserted even the industrial sector," it said. In the retail sector, both capital growth and total return increased by 1 per cent to -0.9 per cent and -0.4 per cent respectively in September. The total return

figure for the third quarter showed a continued deterioration, albeit at a slower rate than the other sectors.

The office market remained the worst performing sector even though its total returns increased by 0.9 per cent in September, bringing it to a level of -1.0 per cent. Offices were also the worst performing sector for the quarter with a return of -3.9 per cent, which compares with first and second quarter returns of 0.1 per cent and -3.9 per cent respectively. The industrial sector's

rental value growth of 0.1 per cent was the lowest increase registered by the sector this year and moreover, lagged behind that of the other two sectors this month.

The total return in the industrial sector was -0.3 per cent for the month, with a total return for the third quarter of -1.8 per cent. Capital growth of -0.9 per cent was the same as that of August.

The year-on-year total return is currently 2.1 per cent for industrial, -3.4 per cent for offices and -3.9 per cent for retail.

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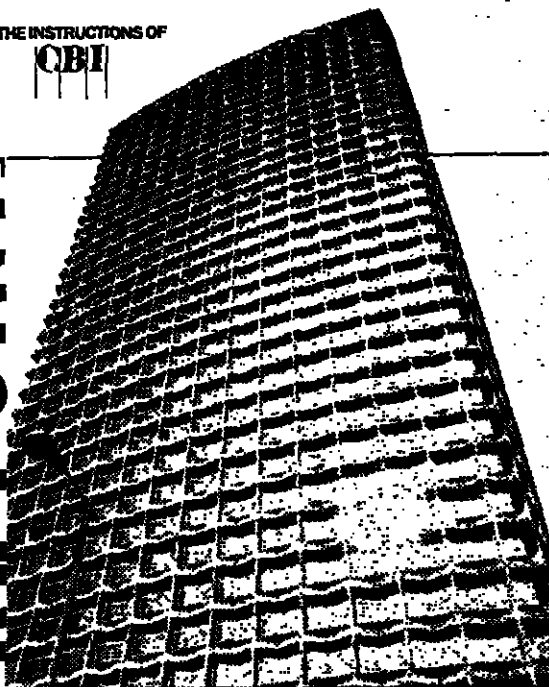
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EXHIBITIONS

London

Royal Academy of Arts. Monet in the 80s: The Series Paintings. The long-awaited blockbuster exhibition has opened in London sending reviewers scurrying to explain the artist's "double vision." Burlington House, Piccadilly (287 9579).

Hayward Gallery. Eduardo Chillida. Major retrospective of the Spanish sculptor (261 0127).

Paris

Carte musées et monuments sold in museums and metro stations enable visitors to avoid queues at 80 museums and monuments, including the Louvre, Musée d'Orsay and Versailles.

Galerie Maurice Garnier. Bernard Buffet - La Bretagne. In his unmistakable spiky handwriting, the painter beloved by the public, pays homage to Brittany's ports and beaches, a view Maligou (42256158). Closed Sun. Mon and lunchtimes.

Grand Palais. Biennale Internationale des Antiquaires. Under the sign of Love in Art, 150 antique dealers, both French and foreign, cover a wide range of periods and styles and present their prestigious exhibits in a mise en scene evoking the splendour of the 18th century. Ends October 7.

Louvre. Euphronios. Some 60 objects, craters, amphoras and bowls testify to the art of Euphronios, painter and potter in the 6th century BC in Athens, in mastering the technique of red figures on black background. Euphronios and his friends of the Pioneers Group bring invention and originality to their representations of mythological subjects and scenes from everyday life. Open all days from 12 pm to 10 pm, except Tuesdays. Ends Dec 31 (40251561).

Grand Palais. Picasso. A portrait of Jacqueline Picasso with her hands crossed round her knees is the symbol and the central point of an exhibition of 47 paintings, 24 sculptures, 40 drawings, 24 sketchbooks, 19 ceramics and 247 engravings and lithographs which have come to Europe, in lieu of death duties, the French national collections. The exhibition begins with the obsessive erotic works of Picasso's last 10 years. A period whose importance has only recently been recognised. Closed Tue, Wed late closing, ends January 14.

Galerie d'Art Saint Honoré. The

Magic of Flemish Art. The paintings assembled by Monika Kruch are of such remarkable quality that the visitor is yet again enchanted by the transparency of glass, the softness of blue velvet and the pulsing texture of fruit in Jansz de Heem's still life. There is a touching version of Pieter Bruegel the Younger's Adoration of the Magi, where he is believed to have portrayed his father as one of the men following the three kings. The glory of colours and perfection of execution of Abraham Mignon's Bouquet of Tulips exemplifies the 17th century tulip-mania. 267, rue Saint-Honoré. Closed Sat. Sun. ends November 30 (42601503).

Martigny

Fondation Pierre Gianadda. Modigliani. Some 50 oils, as many drawings and some sculpture, others such as a portrait of the Italian-born artist living at the beginning of the century in the feverish atmosphere of Montparnasse and Montmartre. In contrast, the rather stylised two-dimensional portraits of his friends and of Jeanne Hébuterne, his last and tragic companion, embody perfect repose. (36 223787).

Brussels

Musée d'Ixelles. L'impressionisme et le Fauvisme en Belgique. A major exhibition of Belgian painting from the 1880s to the 1920s. While several artists followed the lead of French impressionists and German expressionists, others such as Claus Stobbaert, Wouters have a distinct and increasingly valued style of their own. The finest show seen in Brussels for some time. Closed Mondays ends December 16.

Musées Royaux d'Art et d'Histoire. Inca-Pera an exhibition that traces the evolution and decline of the Inca culture through 450 artefacts. Closed Monday, ends December 31. Palais des Beaux-Arts. 5 million years. The human adventure. Man's evolution shown through 200 archaeological artefacts and other exhibits. Daily, ends December 30.

Madrid

Fundación Juan March. Carr. Andy Warhol's unfinished series of drawings and paintings, commissioned by Daimler-Benz on the occasion of the invention of the automobile, are now on display at the foundation on loan from Daimler-Benz in Stuttgart. Ends January.

Museo Español de Arte Contemporáneo. Domestic Scenes. Everyday images of life in Spanish homes seen through the works of a wide range of top rate artists over a 500-year period. Starting with old masters such as Zurbarán, Velázquez, Murillo and Goya, through Sorolla and Cassa, moving on to Picasso and Dalí, and ending with contemporary A. Lopez and Barco. The exhibits have not been chronologically

set out but are grouped in 20 different rooms each named after a different part of the house. Ends December 9.

Barcelona

Museo Picasso. Homage to Jacqueline - between 1954 and 1970 Jacqueline Roque was a constant source of inspiration for Pablo Picasso, they married in 1958. The exhibition brings together some 150 works including portraits, paintings, sculptures, prints and pottery, in an important retrospective of the last 20 years of Picasso's artistic life and a homage to his favourite model. Ends January.

Fundación Miro. Joseph Beuys. Says 120 drawings on the theme of official philosophy in an interchange with the Kiefer Gesellschaft in Hanover. Closed Mondays. Ends November 18.

Rome

American Academy. Giovanni Battista Piranesi: 135 engravings of Rome, made around 1770, the year of Piranesi's first visit to Rome and the beginning of his long love-affair with the city. Recently acquired by the Arthur Ross Foundation, this group of engravings includes a remarkable view of the Colosseum, seen from high on the outer wall, the city's grand baroque palace seen from surrounding gardens and with dramatic light effects which make them almost sinister, and detailed accounts of the four main basilicas of Christian Rome. Ends Dec 16th.

Bologna

Piasecoteca Nazionale. Giuseppe Maria Crespi (1683-1747). Over 100 works by a late-flourishing baroque painter, born in Bologna, whose works are now considered on a par with his distinguished predecessor, Carlo Cignani. His subjects range from the mythological, arcadian (endless wrestling nymphs and cherubs), to crowd scenes on local saint's days - on show is one of his best-known works in this series, the Fair at Poggio Caiano) and religious works, such as The Seven Sacraments series, the latter lent by the Staatsgalerie in Stuttgart, this exhibition's next stop. Ends November 10.

Düsseldorf

Kunstmuseum. Ehrenhof 5. Conrad Felixmüller. Around 80 paintings, 80 watercolours, drawings, 40 prints as well as five plastics by the expressionist painter are on display until October 28.

Hanover

Springel Museum. Käthe Kollwitz (1867-1945). Eleven paintings, 70 prints of the politically radical artist are to be seen until October 28.

Berlin

Martin-Gropius-Bau. Stresemannstrasse 110. Bismarck's Prussia, Germany and Europe. This exhibition in Berlin will

be the first organised by the German History Museum, with around 1,000 pieces on loan from 250 different museums from all over Europe and the US. Otto von Bismarck, born 178 years ago in Schoenhagen, was the German Imperial Chancellor and Prussia's premier before he was sacked by the young Kaiser Wilhelm II 100 years ago. Until November 25.

Frankfurt

Staedel museum has opened its new extension: 1,300 square metres display of 20th century art ranging from Picasso to Max Beckmann and Anselm Kiefer. For the opening ceremony there are four special exhibitions on the ground floor concentrating on Max Beckmann with works which have only been seen before in Leipzig, the hometown of the painter. Ends Jan 9.

New York

Brooklyn Museum. From pastoral landscapes to moonstruck nature fantasies, this comprehensive exhibit makes the claim for Albert Pinkham Ryder as the first modern American painter. Ends Jan.

Metropolitan Museum. Mexican art from pre-Columbian handicrafts to modern murals includes a majestic pantheon with over 300 works covering 30 centuries.

Pierpont Morgan Library. Treasures of Eton College Library covers 550 years of collecting, including drawings of royalty, manuscripts and books among 300 borrowed objects.

Washington

National Gallery. Artistic dividends of the end of the cold war continue with a comprehensive show of Suprematist Kasimir Malevich and his Soviet contemporaries with works never before lent by the Soviet Union. Ends Nov 4.

Chicago

Art Institute. One of Chicago's most notable contemporary artists returns home when Ed Paschke's travelling exhibit, which first appeared at the Pompidou Centre last year, arrives with 47 of the painter's day-glo portraits and landscapes.

Tokyo

Masterpieces of Japanese Art. This selection of 250 major works has been drawn together to mark the occasion of the new Emperor. It includes rarely seen pieces from the Shosoin Treasury in Nara, the Horyu-ji temple collection and household collection and elsewhere.

National Museum. Closed Mondays.

Hara Museum 10. Since its establishment ten years ago, this museum has held an annual show of young and emerging Japanese artists: an opportunity to observe new developments and directions in Japanese art. Hara Museum.

MUSIC

London

London Festival Orchestra. Handel, Mozart, Vivaldi (Sat). Barbican (071 638 8891).

Philharmonia conducted by Elihu Inbal. Elisabeth Leonskaja (piano), Brahms, Dvorak (Sat). Royal Festival Hall (071 825 5800).

Cologne

Leipzig Gewandhaus Orchestra. Under Kurt Masur plays Brahms. Philharmonie (Fri).

Antwerp

Night of the Proms: The Royal Flemish opera Symphony orchestra and chorus conducted by Rudolf Werthen with the Flying Pickets and the Alan Parsons Project: Bernstein, Bizet, Ravel, Rossini, Tchaikovsky, Spangol (Fri/Sat/Sun) (03-225 45 44).

Amsterdam

Meios Quartet perform Hindemith, Mozart and Janáček (Fri). Concertgebouw.

Radio Philharmonie conducted by Edo de Waart, with Maxine Vengover (violin); Gilere, Froberg and Rachmaninov. (Sat. 11.00).

Utrecht

Radio Philharmonie conducted by Edo de Waart, with Maxine Vengover (violin); Gilere, Froberg, Rachmaninov. (Fri). Vredenburg.

Frankfurt

Ludwig Gieseler (trumpet) and Friedrich Kirchner (organ): Jean Baptiste Loelliet, Stradella, Bach and Beethoven. Alte Oper. (Tues).

Munich

Munich's Radio Orchestra under Roberto Abbado with singers Eugenia Moldoveanu, Sergei Larin, Jan-Hendrik Rootering and the radio choir with arias from operas by Bizet, Massenet, Gounod, Verdi, Rossini and Puccini. Philharmonie im Gasteig. (Sun).

Brussels

Soloists of Moscow performing works of Mozart, De Kasse Kerk, Vilvoorde (Festival of Flemish concert). (02-540 15 25). (Fri 20.00).

Paris

Paris Opera Orchestra conducted by Myung-Whun Chung. Haydn, Prokofiev (Mon-Wed). Bastille Opera (40011616).

Vienna Philharmonic Orchestra conducted by Claudio Murticelli: Beethoven, Brahms (Tue), salle pley (4563573). (4022840).

THEATRE

London

Aspects of Love (Princes of Wales). Andrew Lloyd Webber's latest is an intimate chamber opera derived from David Garnett's 1955 novella. Musically interesting and well directed by Trevor Nunn. A probable, but unspectacular, hit (839 5972).

Singer (Barbican). Anthony Sher in Peter Flannery's modern Jacobean tragedy that reflects a darkly comic view of Britain since the Second World War. (838 8891).

Abend Person Singular (Whitehall). Revival of early Ayckbourn comedy, directed by the master himself, about three couples at Christmas in three kitchens over three years. Maira Redmond, Richard Kane and Leventis Bertram on line form a production which confirms Ayckbourn's

New York

Phantom of the Opera (Lucille Lortel). It will be known as the musical about AIDS first hitting New York but it goes much further than that, showing the effect on a larger circle of people, who include a boy having a Bar Mitzvah and his parents, all three of them (924 8782).

Grand Hotel (Martha Beck). Tommy Tune, Broadway's present musical director, directs this remake of the Garbo film to shake the bones of this inert depiction of lives crisscrossing in an elegant, but somewhat random setting (345 0102).

Cats (Winter Garden). Still a sell-

Chicago

early blackness (071 867 1119). Ended until January.

Man of the Moment (Globe). Nigel Planer and Gareth Hunt in a comedy Alan Ayckbourn play. This time about media manipulation (437 3667).

Brussels

Les Misérables (Broadway). The magnificent spectacle of Victor Hugo's majestic sweep of history and pathos brings to Broadway lessons in pageantry and drama (239 6200).

Florence

Phantom of the Opera (Majestic). Stuffed with Maria Blomqvist, a gilded star, Phantom rocks with Andrew Lloyd Webber's haunting melodies in this transfer from London (339 6200).

Gypsy (St James).

This 30th anniversary production is a reminder of the heyday of the American musical with memorable tunes after memorable time, as well as a farcical plot about the ambitious stage mother who encour-

Chicago

ages her daughter even into her league (246 0102).

Tokyo

Kabuki: Performances at Kabuki-za centre around a name-taking ceremony for the actor Sanjaku, who follows in his father's footsteps to become Councillor III. Both performances (12.00, 4.30pm) are mixed programmes, combining drama, spectacle, song and dance. Earphone guide in English and English-language programmes. Opens Thursday. (541 3131).

Tokyo

Tokyo International Theatre Festival: Features groups from South Korea, the Netherlands, India, Malaysia, France and Italy, as well as Japan. Most performances are at the New Tokyo Art Theatre, an impressive concert hall-theatre-gallery complex in Ikebukuro. (550 1091).

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COMPANY NOTICES

Notice to holders of BANDO CHEMICAL INDUSTRIES, LTD. (The "Company")

Warrants to subscribe for shares of common stock of the Company (the "Warrants") issued in conjunction with the issue of

U.S. \$50,000,000 3 1/2% Guaranteed Bonds Due 1992

In respect of the above-mentioned Warrants, notice is hereby given as follows:

The Company issued U.S. \$100,000,000 5% Bonds Due 1994 with Warrants to subscribe for shares of common stock of the Company at the initial subscription price of Yen 569, which was less than the current market price (Yen 585.90) per share of the Company as calculated pursuant to the provisions of the Instrument dated 11th August, 1988 executed by the Company (the "Instrument").

As a result of the new issue mentioned above, the Subscription Price (as defined in the Instrument) of the above-mentioned Warrants has been adjusted in accordance with Clause 3 of the Instrument as follows:

Subscription Price before adjustment Yen 620.00
Subscription Price after adjustment Yen 603.10

The said adjustment of the Subscription Price became effective as of 26th October, 1990 (Japan time).

THE MITSUI TAIYO KOBE BANK, LIMITED
as the Principal Paying Agent for and on behalf of BANDO CHEMICAL INDUSTRIES, LTD.

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LEGAL NOTICES

UNITED STATES BANKRUPTCY COURT SOUTHERN DISTRICT OF NEW YORK

In re
THE DREXEL BURNHAM LAMBERT GROUP INC., ET AL.,
Debtors.

NOTICE TO CUSTOMERS OF DREXEL BURNHAM LAMBERT INCORPORATED: COMMENCEMENT OF REORGANIZATION CASE

NOTICE IS HEREBY GIVEN that on May 29, 1990, Drexel Burnham Lambert Incorporated ("Drexel") filed with this Court a voluntary petition for relief under chapter 11, title 11 of the United States Code (the "Bankruptcy Code").

PROCEDURES FOR FILING CUSTOMER CLAIMS

NOTICE IS HEREBY GIVEN that pursuant to an Order of the Court dated August 29, 1990, the Court has prescribed procedures for the filing of claims by Customers (as hereinafter defined) against Drexel in the above-captioned chapter 11 case with respect to those funds and securities that Drexel holds or may receive for the account of its former customers which would constitute "customer name securities" or "customer property" under section 741 of the Bankruptcy Code or 11 U.S.C. § 741.11 and which are segregated by Drexel pursuant to an Order of the Court dated May 29, 1990 (the "Segregated Property"). The Segregated Property generally consists of securities, dividends, interest payments and uncashed checks relating to proceeds of sales of securities, dividends or interest payments, in each case, which were or should have been credited to a customer's account. IF YOU DO NOT FILE YOUR CLAIM IN THE MANNER PRESCRIBED, YOUR CUSTOMER CLAIM WILL BE FOREVER BARRED AND YOU WILL NOT BE ENTITLED TO ANY DISTRIBUTION ON THAT CLAIM.

Customers of Drexel who wish to file a claim are required to file their claims with Drexel either (a) by mailing claims to:

Drexel Customer Claims
c/o The United States Bankruptcy Court
Tommy Tune, Broadway's present musical director, directs this remake of the Garbo film to shake the bones of this inert depiction of lives crisscrossing in an elegant, but somewhat random setting (345 0102).

Cats (Winter Garden). Still a sell-

or (b) by delivering the same to the Clerk, U.S. Bankruptcy Court by hand delivery or courier service (but not by U.S. mail) to:

Clerk, U.S. Bankruptcy Court
Room 614
Old Custom House
One Bowling Green
New York, New York 10004

CUSTOMER CLAIMS WILL BE DEEMED FILED ONLY WHEN RECEIVED AT THE ABOVE ADDRESS.

Customer proofs of claim shall conform substantially to the form of claims approved by the Court. Such forms for the filing of Customers' claims are being mailed to certain former Customers of Drexel as their names and addresses appear on Drexel's books and records. Former Customers who do not receive such forms who believe that they have claims against or to the Segregated Property may obtain them by writing to Drexel at the following address:

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New York, New York 10004-2367
Attn: Customer Service Dept., 13th Floor

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The provisions of the Bankruptcy Code shall control if there is any inconsistency or difference between the foregoing and the definition of "Customer" as set forth in the Bankruptcy Code.

The date by which Customer claims must be filed has not been determined. Notice will be given of that date once it has been fixed by the Court. Nevertheless, since customer claims will be processed as and when received, customers are urged to file claims as promptly as possible.

OTHER CREDITOR CLAIMS

ALTHOUGH NO BAR DATE HAS AS YET BEEN FIXED WITH RESPECT TO CUSTOMER CLAIMS, NOVEMBER 15, 1990 HAS BEEN FIXED AS THE BAR DATE FOR FILING PROOF OF CLAIMS FOR ALL OTHER CREDITORS OF DREXEL AND FOR FORMER CUSTOMERS WHO DO NOT HAVE CLAIMS TO OR AGAINST THE SEGREGATED PROPERTY.

Dated: New York, New York
August 29, 1990

WEIL, GOTTSAL & MANGES
Attorneys for The Drexel Burnham Lambert Group, et al.
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767 Fifth Avenue
New York, New York 10153
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Friday October 26 1990

Cautionary budget tale

THE BUDGET agreement which appears to have emerged from three months of bickering in Washington is an economic non-event. At best, it may well prove a watershed. The US voters, who like dynamism when the economy is growing, have returned to a preoccupation with burden-sharing, or "fairness", as they have in the past when times were seen as hard.

A president who won a landslide victory in 1988 on his rigid opposition to tax increases was driven to bargaining with his political opponent not on whether to tax the rich, but how to do it. This is a warning to conservative regimes everywhere. The budget process remains unreformed. And just as the right wing feared, spending cuts have been almost impossible to achieve once the tax door has been opened a crack.

It took a decade for the US fiscal deficit to grow to its present bloated scale, and it now seems likely to require another decade to get it back to a manageable size. Meanwhile, the US economy, once a locomotive for the world, is likely to remain a brake van, raising interest rates everywhere.

In terms of fiscal balance the agreement is close to what the president demanded in July, and to the package which was agreed at the budget "summit" and then rejected by both parties in Congress. That means that its impact is minimal in fiscal 1991, and barely adequate in the five-year time frame to stabilise the national debt in real terms - provided that there are no more nasty contingent liabilities to emerge, like the savings and loan collapse, as additions to public debt. Even with fingers crossed, it can be greeted in the world's credit markets only with a muted sigh of relief.

Domestic politics

It is a major event, though, in terms of domestic politics. The argument over capital gains tax and top tax rates appears to have given the Democrats what may prove a decisive tactical victory. Opinion polls suggest that they have successfully outflanked the Republicans as the friends of the rich, a label which could swing a small but crucial num-

What to make of Polly Peck

POLLY Peck International is so far removed from the mainstream of British corporate life that it is tempting to regard it as *sui generis* - a case on which it might be unwise to rest any generalisations about the workings of the system. Yet it is hard to escape the conclusion that there is something fundamentally wrong with a capital market that can put a value of £200 on a company at one moment, only to discover that the outfit is potentially insolvent four months later. Unusual Polly Peck may be; but it is often the corporate mavericks, with highly individualistic, entrepreneurial management, that expose the cracks in the structure. And the nervousness of the stock market as a whole, in the face of this dizzy collapse, suggests that there are indeed wider questions worth pondering.

Mr Asil Nadir, the company's chairman and chief executive, has always appeared to stand at a distance from the crowd because of his Turkish Cypriot origins and the remarkably high proportion of Polly Peck's business that is outside the UK. Yet he shares a number of features in common with the group of ailing businessmen loosely known as the "Thatcher entrepreneurs". One of the more salient was his readiness to make very ambitious acquisitions, financed primarily by bank borrowings, in relation to his existing balance sheet. In a period when traditional banking relationships were breaking down under the pressure of increased competition arising from deregulation, Mr Nadir, like so many others, borrowed widely, but not well.

Frequent warnings

As the central bankers have frequently warned since the recession of 1980-81, companies that seek to profit from the shift to transactional banking by adopting a divide and rule policy towards the army of lending bankers who knock on their door may pay a high price at a later date. In the rather chilling phrase employed yesterday by the Governor of the Bank of England, Mr Robin Leigh-Pemberton, such creditors "have a relatively shallow grasp of the realities of the company's busi-

ness and a corresponding level of commitment". Whether Polly Peck's finances would now be intact if it had shopped around less enthusiastically for the finest terms in the boom is inevitably a matter for conjecture. But the bickering that has emerged in recent weeks from the international banking community as banks try to protect their interests in a colder climate suggests that a decade of increasing liberalisation has done nothing to hobble the kind of co-ordinated, orderly solutions favoured by the Bank of England when the corporate dominoes start to fall.

Impaired transparency
Another feature that the Polly Peck saga shares in common with earlier collapses concerns accounting and auditing. Rapid financial innovation has undeniably impaired the transparency of published accounts. This is particularly true in relation to borrowings. Despite the exponential growth of instruments such as interest rate swaps and caps, the accounts of highly borrowed companies too rarely reveal the extent to which debt has been hedged.

That said, a striking feature of Polly Peck's accounts was the failure to match costs with revenues: huge losses arising from a mis-match of currency exposures were removed from the profit and loss account by the age-old practice of reserve accounting. If this is true and fair, calling for no comment from the auditor in an age of proliferating auditing standards, bankers and shareholders might well question the point of an audit.

The riposte from a cynical auditor might be that bankers no longer seem to pay much attention to accounts anyway and that City analysts have long since lost the art of reading a balance sheet. And the hard-headed will conclude that more casualties are inevitable in a liberalised market. The good news for the more soundly-based banks is that lending margins are widening as a result. The worry is that Polly Peck will none the less encourage them to pull in their horns just when confidence is becoming a waning commodity.

Just look at that map." Dr Vladimir Spielman, deputy director of the Western Siberian Geology Institute, waved at the wall, where the wealth of the world's richest oilfields was spelled out in great blotches of brown, yellow, orange and green.

"Even our Creator could not have laid it out in a better way. At the heart of every oilfield you have a great deposit of gas in the centre. Any western company having the same fields would do the obvious: inject the gas to lift the oil. It is what they do all over the world."

"So what do we do? We don't inject gas, because we don't have any factories which can produce the compressors at the right time. We have been asking for them for 15 years, and they are still not making them. So we inject water instead."

Dr Spielman's exasperation at the state of his industry is reflected across the board, in every interview with high officials, planners, engineers and ordinary workers. The extraordinary wealth, and appalling wastage, of the Soviet oil and gas industry is legendary.

At first the Soviet economy is teetering on the brink of disintegration, production is crumbling, the infrastructure collapsing, and the lines of authority of the old command system are broken, the western world is looking at Soviet energy as the one possible basis on which to rebuild it. This is the industry which generates the bulk of the country's export earnings, which has absorbed a huge share of capital investment for decades, and which is still sitting on untold reserves of oil and above all, of gas. While the rest of eastern Europe is facing a potentially disastrous energy squeeze as the Gulf crisis pumps up prices, the Soviet Union should be set to reap the benefit.

Yet the state is bankrupt, unable to keep up the capital flow needed to maintain oil production. Can western investment in Soviet oil and gas provide the motor which revives the collapsing economy? The truth is that the Soviet oil industry is itself in a state of turmoil, reflecting the chaos in the rest of the Soviet economy. At the same time it is burdened with an inheritance of technical incompetence, illogical planning, ecological negligence and, above all, a drive for production at all costs, which have left it frighteningly ill-equipped to cope with the technological demands of the coming decades.

Production is falling, from 624m tonnes in 1988, to 607m tonnes last year, and now down 575m tonnes this year. Exports have had to be cut back to protect the domestic economy, just when the hard currency is desperately needed. They were 6.3m tonnes below target in the first nine months - almost entirely at the expense of eastern Europe.

Threats of industrial unrest in Tyumen have plagued the industry all year, as the workers, and their union leaders, try to use their bargaining power to eke out a few basic amenities from the bankrupt state.

So far the threats have seemed more theatrical than real. There is a suspicion that the union leaders, fearful of losing all political control like their brethren in the coal mines, have chosen to be more radical than their workers. But there is no denying the miserable conditions endured by the oil workers in the Siberian wastes.

They live in communal shacks or builders' caravans, even those who have come to stay, for years on end. Health care is virtually non-existent, and schooling is rudimentary. Doctors and teachers are paid a fraction of the wages of the wealthy oil workers. As for supplies of goods in the shops, they are as miserable as they have become in most of the rest of the country: meat has disappeared from the state shops in Tyumen, and sausage is only available for ration cards.

Hahn shown green light

■ Carl Hahn, Volkswagen's chief executive, is the sort of person who would shrug his shoulders or adjust his glasses if you told him his house had burned down.

When the Volkswagen car group was hit by a damaging foreign exchange scandal three years ago, he reacted with an Olympian coolness which disconcerted many critics. "It's like stopping at a red light and being hit from behind," he said. Hahn has headed VW, the biggest car concern in Germany, and neck-and-neck with Italy's Fiat in Europe, for most of the 1980s. Now, the company has decided it cannot simply let him go when he reaches the retirement age of 65 next year.

So, in an unusual move for German industry, Hahn is being asked to stay on for another two years until the end of 1993. That possibility has been the subject of speculation for some time. Hahn himself has a typically offhand comment when asked about it. "Contracts can be extended, but life cannot." The final decision from the supervisory board will come in mid-November. But VW says a special committee of the non-executive board (including its main industrialist and labour representatives) has recommended that he stay on. So it is almost a foregone conclusion. One of the main reasons for asking him to remain is VW's heavy investment in east Germany and its ambitions in eastern Europe.

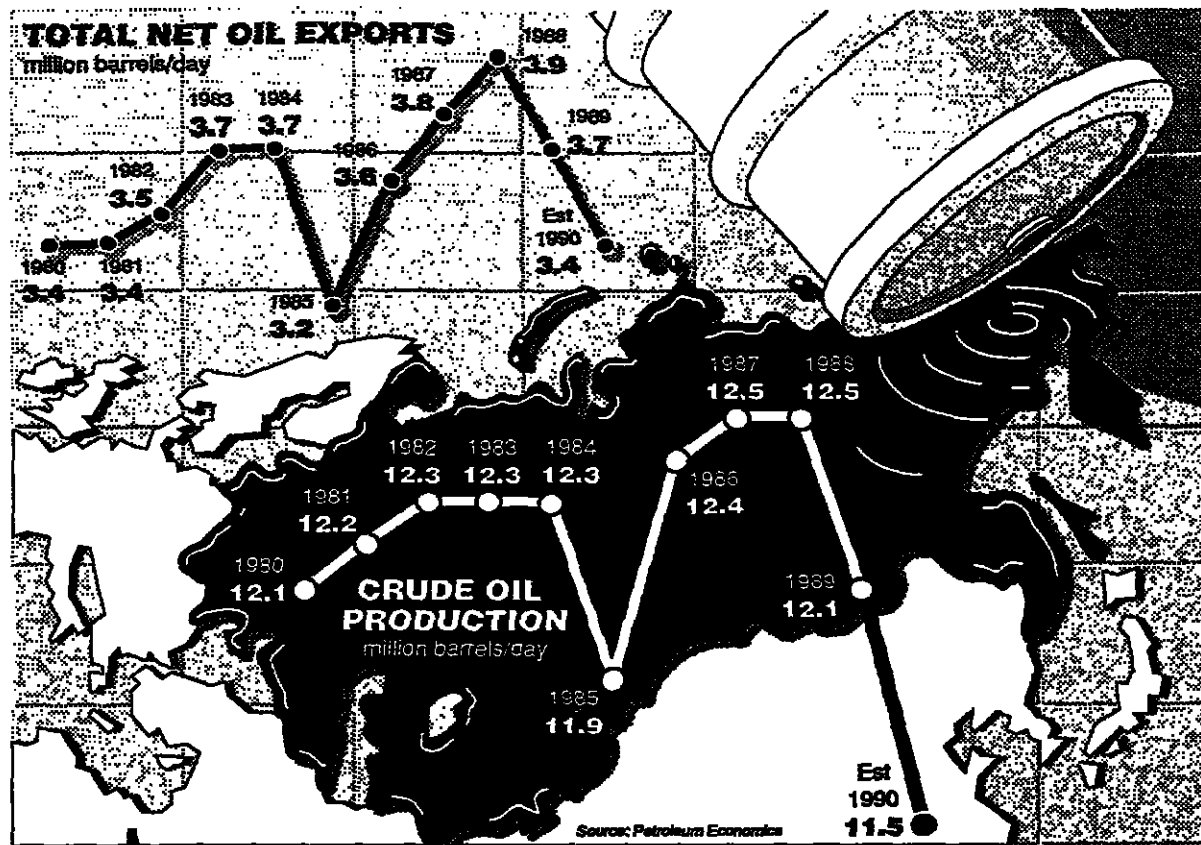
"We have an enormous obligation not to disappoint", he says when asked about VW expanding eastwards.

Mozart time

■ The Wolfgang Amadeus Mozart industry is tuning-up to note the bicentenary of his death next year with a rich variety of memorials, concerts,

Quentin Peel reports from Tyumen, western Siberia, on whether western capital can come to the aid of the ailing Soviet oil industry

Sticky time for a valuable resource



The environment is an almost unmitigated disaster. Vast acres of Siberian marshland have been destroyed by oil spills, in the headlong drive to raise crude oil production at all costs since 1965, when oil from the Tyumen field started to flow.

The irony is that the water pumped into the oil wells becomes contaminated and highly corrosive. That in turn has destroyed hundreds of miles of feeder pipelines - an estimated 1,000 kilometres are in urgent need of replacement, according to local reports. There are 40,000 pipeline accidents in the huge territory every year. Oil industry officials admit they have no way of telling when the pipes have sprung a leak, except when no oil is coming out the other end. Preventive checks and repairs are almost unknown. At the same time, huge quantities of gas are being burned off into the atmosphere - about 16bn cubic metres, or almost a third of the total production of the USSR, each year - causing unknown damage on the edges of the fragile Arctic.

And yet western oil companies are queuing at the door, looking to get a foothold in the world's last unexploited reservoir of accessible energy. Mr Viktor Pavlov, vice-president of the newly-formed Tyumen Oil and Gas Association, underlines the oil production companies in the region, has a stack of glossy oil company brochures on his desk. Exxon, Conoco and BP stand out on top. Every oil major in the world has passed through in recent months.

Both Conoco and Elf-Aquitaine of France have signed declarations of

intent this year to begin joint ventures with Soviet partners. Down in Kazakhstan, Chevron is set to finalise joint production rights for the huge Tengiz field beside the Caspian Sea, if a host of production and technical problems can be resolved.

Shell is involved in a modest joint venture in Nefteyugansk, in the heart of the Tyumen region, with Fracma of Canada, using western technology for oil well stimulation.

Back in Moscow, BP has just followed Shell, Elf and Agip by opening

The Soviet oil industry is burdened with technical incompetence, illogical planning, ecological negligence and a drive for production at all costs

a full-time office, while Agip has gone one better with a plan to open a string of petrol stations round the capital. The first billboard is up on the airport road, although there is precious little sign of petrol pumps to follow it.

For such international giants, there is precious little yet to show for their interest. The declarations of intent, the joint ventures and office openings are all token gestures in an increasingly anxious jostling for position in the market. But can they make a difference? Dr Eugene Khartukov, chief of the

World Energy Analysis and Forecasting Group in Moscow, is convinced that foreign investment on a large scale is essential for the industry's recovery, but it will be a long process.

"The industry is almost in crisis, particularly where declining production is concerned," he says. This is the beginning of a very long and steady decline. There are quite sound, objective reasons for that, and they cannot be changed overnight. He sees several causes. The first is the depletion of the resource base, as all the easiest oilfields have been rapidly exploited, and only far more difficult structures remain. Ever-increasing investment and technology will be required to maintain constant production.

The second factor, he believes, is a very poor technological base for the industry. "Almost 60 per cent of the oil production equipment in use is already obsolete. For the oil refining industry, the figure is 75 per cent," he says. "Only 15 per cent of all equipment would meet western standards."

As for the Soviet oil equipment industry, it can now only meet 25 per cent of the production industry's requirements. The fact that 75 per cent of the equipment industry is located in the southern republic of Azerbaijan, and that was severely disrupted by race riots at the start of the year, merely compounded an existing crisis, Dr Khartukov believes.

The third factor undermining the industry's recovery hopes is its economics, he says. "To produce oil in our country now is absolutely uneconomical. We have very artificial prices,

and the prospect of their increasing enough to make the industry pay its way is very poor indeed. Few people realise that the oil industry is already massively subsidised. Last year it received about Rb50bn from the central government."

The government's average purchase price of oil from the producers is Rb55 per tonne for the country as a whole, Rb53 for Tyumen. The whole sale price to enterprises is Rb30. Yet the value of refined products from the same tonne of oil is about Rb400.

The oil producers in Tyumen, and the Ministry of Oil and Gas, are demanding a rise to Rb120 a tonne, and the oil workers want Rb180. The government has offered Rb60-65. "This will not be enough," Dr Khartukov says. "Equipment prices have already risen more than that. With these prices next year, the industry will still go into the red."

Moreover it is now in doubt whether there will be any energy price rise at all. The latest economic reform plans call for an energy price freeze. Indeed, if oil prices were to rise to international levels, reflecting the genuine purchasing power of the ruble, the state would have to pay about Rb1,000 a tonne, and the whole of Soviet industry would collapse.

The industry accepts that Soviet oil resources have been depleted rapidly, and that ever greater investment will inevitably be required to extract the same amount of oil.

Yet Dr Spielman is far more optimistic. He accuses the Oil Ministry of exploiting all the easiest fields first, without investing enough in infrastructure (including schools, housing and the like) to ensure that the remaining more difficult wells would still be profitable. But he is convinced that there are huge reserves still to be found.

"Today, in western Siberia, we have found about 40 per cent of the total potential oil, and 43 per cent of the gas," he says. "Only 9 per cent of the potential oil has actually been produced, and 3 per cent of the gas. There are 490 oil and gas fields identified, of which only 123 are currently under production."

Dr Spielman, like Dr Khartukov, is convinced that only western investment, bringing both hard cash and technology, combined with a complete overhaul in domestic energy pricing, can transform the industry. But he admits that western investors are holding back because of the political and legal vacuum in the country.

Mr Vladimir Yudin, head of the oil and gas division at Gosplan, the state planning committee, agrees that it is a serious problem. "There will be a clear legal framework only when we have a new union treaty," he says, referring to the redrafting of the national constitution, the relationship between the union government and the individual republics, currently under way.

"The master of the reserves is the republic. But at the same time the research and development work is done by union enterprises, supported by the union government. The oil legislation does not exist today. Some time is required for it all to be clear."

Yet Dr Spielman is convinced that the oil majors should not wait, hesitating to be the first through the door, yet fearful also of being left behind. "Let a lot of people think you should wait until the political situation stabilises," he says. "I think they are wrong. The whole economic structure of the industry is disintegrating. Now is the time for strong companies to come in, because our laws are contradicting each other."

The basis of the economic revival of Russia and western Siberia will not be some political laws. It will be the existence of strong companies. They will influence the new structure of the laws to be adopted. The oil companies are very active now. They should not wait. If they wait for political stabilisation, it may take 1,000 years."

OBSERVER



"I'm the seventh son of a seventh son."

the time of his arrest. His lawyer said his client had a history of alcohol problems.

Old ale

■ Phipps, the Swedish state brewery, has set up a special brewery in the tiny Pacific island kingdom of Tonga, population 95,000.

It works in the old-fashioned "hand-crafted by geniuses" way - which brewers love to show in their advertising, but rarely adopt in practice. The King of Tonga said the project should create as many jobs as possible. Thus, manual labour is being used throughout the brewery instead of machinery. And tried and trusted systems have been installed in preference to high technology and computers, which anyway have trouble functioning in the local heat and humidity.

The brewery is already boosting the island state's economy by virtually eliminating beer imports. By using traditional bottles

it has also helped solve an environmental problem - the disposal of aluminium beer cans.

The importance of the new brewery to the Tongan economy can be judged from one official statistic. Previously, Tonga's total export earnings from bananas was spent on buying imported beer.

Lagos bargain

■ A colleague has just had an offer of a cool \$50m. A charming letter from someone who claims to work in the Nigerian Federal Ministry of Aviation, Lagos, says he and a number of other officials want to transfer a sum of money into her London account.

The letter emphasises that, "this is a business of confidence and honesty". It has to do with an "over invoiced" phase of a contract at Abuja airport. The officials involved, explains the writer, want to divert \$141m. He adds, "These are purely foreign contracts so there is no way it could be paid locally or to a Nigerian account, hence we need a non-Nigerian's account for the deal." In return for the use of her account she would be offered 40 per cent of the money - \$56m.

The essence of the swindle - for that is what it is - is to secure the number of a London bank account and the account holder's signature. Then a well-forged letter is sent to the bank instructing transference of funds. It says something for human gullibility that the crooks hit the jackpot with about ten per cent of their letters, according to an FT man recently in Nigeria where the practice is well-known.

Recession

■ A time when we may have to do without things our grand-parents had never even heard of.

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with effect from 1 nov. 1990

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cheque account 7.5% net pa

balance £1-£499 7.75% net pa

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cheque account 7.75% net pa

balance £1-£499 8.0% net pa

balance £500 and over 8.0% net pa

debit interest from to

flexiloan 20% pa 21% pa

homeowner 16.5% pa 17.5% pa

reserve 16.5% pa 17.5% pa

authorised 18% pa 19% pa

overdraft rate (base rate + 4%) (base rate + 5%)

cheque account 16% pa 16.5% pa

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POLITICS TODAY

Twin tracks that might converge

By Joe Rogaly



When all about you are saying the same thing you know they are wrong. British conventional wisdom on monetary, economic and political union in the European Community is that we are heading - inexorably - for a form of political federation that Britain will resist but will in the end be obliged to join. The alternative is that the rest of the EC will proceed without its most troublesome member. Meanwhile, the Conservative party will be split asunder. The election will be lost; Mrs Margaret Thatcher will be toppled; Labour will take over.

Another, contrary, picture seems to me to be at least equally plausible. Consider the impetus towards monetary, economic and political union remains, but its significance is reduced, or perceived to be so. Euromania slowly subsides. The much feared destination, a federal Europe, continues to recede into an ever-further distance. The process of bargaining among the 12 members of the EC continues along its usual course, with Italian eruptions there, British obduracy there and unexcited Franco-German alliance everywhere. The end result of each crisis is an agreement signed by all. The Conservatives squirm, but unity is maintained. Mrs Thatcher is not toppled. Labour does not take over.

Leaving aside such base considerations as the short-term effect on British domestic politics, the above paragraph might be rejected as merely a fuzzy print of the first, starkly federal, picture. You could argue that it amounts to an evolutionary process at the end of which there does indeed lie a united states of Europe. Yet the organic approach is implicitly accepted by many British ministers, including the former foreign secretary, Sir Geoffrey Howe, and his successor, Mr Douglas Hurd, neither of whom is very keen to contemplate the possible destination. It is possible to view this same fuzzy print through blue-tinted spectacles. Suddenly all becomes attractive. The inherent irreconcilability of European nationalism with European federalism will either keep the latter at bay until comfortably into the next century or destroy it altogether. This is highly likely to be true of actual political federation, and just possibly true of the level of economic and monetary union that would so diminish national central over national economies as to constitute a federation in all but name.

If you take this line, which to English nationalists such as the prime minister is less

unpalatable than any alternative, it is possible to postulate an agreed outcome to the present disputes. That, certainly, is the current view in No 10 Downing Street. The decision to enter the exchange rate mechanism of the European monetary system may have been hard to swallow, but it is yesterday's news. Now the next step is to finess the other members of the EC into saving the Conservative party. There will be troubles, and big headlines, at the December inter-governmental conferences on economic and political union but in the end there will be a give on all sides, including the British side. Therefore, as seen from No 10, it is at least possible that the signatures of all 12 heads of government will be appended to an agreement.

Mr Nigel Lawson, the former chancellor of the exchequer, is one witness for the latter proposition. He argued, in the House of Commons on Tuesday, that there is a world of difference between stage two of the Delors programme, for which he believes a date might

soon be agreed, and stage three, for which he foresees "no possibility" of a starting date. Stage two is notoriously vague, but Mr Lawson describes its essence as being "independent national central banks co-operating closely together"; stage three, the single currency "is something so far down the road that, if it ever happens, we do not need to be concerned about it now". It is true that even if you stop at "independent central banks operating closely together" there is a huge snag. Neither Mrs Thatcher nor the Labour leader, Mr Neil Kinnock, can be said to be ready to swallow the privatisation of the Bank of England. The freedom to ruin the British economy is a jealously-guarded prerogative of Whitehall; the Commons cherishes the illusion that coming in from the members' bar to rubber stamp Treasury decisions constitutes parliamentary sovereignty.

Yet the package for the hard Ecu proposed by Mr John Major, the chancellor of the exchequer, contains within it

seeds that, properly planted, could come up Lawson. It requires management by a European monetary fund that would have to be either wholly independent or run by a college of bankers drawn from national central banks. Mr Major also leaves open the possibility of the hard Ecu evolving into a single currency "if that were the wish of governments and peoples". Turning these concepts into agreement to a restructured Delors stage two should not be difficult for a chancellor who abandoned a commitment not to join the ERM until the actual rate of inflation fell by substituting "prospective" for actual. He managed this in a few short phrases at a conference of the International Monetary Fund. Adding a phrase that seems like acquiescence in an eventual single currency as a goal of policy should not trouble a prime minister who would have us believe that she assented to membership of the ERM for any reason other than a political desire to reduce interest rates. A great deal

depends upon the willingness of the French and the Germans to accept the language of irresolution from this flexible pair of politicians in Downing Street. The pair may be lucky. The least that can be said is that now that Germany is safely unified, we cannot be certain that Britain will be called upon to join the Ecu before Christmas.

In short, it is at least possible that the celebrated train taking us towards European unity will now pause for at least a while at a halt labelled single market plus natural enhancements. The downside might be a growth in the "democratic deficit", or, in plainer words, a larger and more powerful bureaucracy in Brussels. This latter supposition is supported by the European Commission's proposals on political union, put forward in a brief paper on October 21. Its essence is the maintenance of the existing structure, with additions as necessary. That implies a relatively toothless elected European parliament, a strong commission (no surprise here) and an over-riding council. The latter is a colloquy of the member governments; while it prevails there can be no theoretically independent central bureaucracy, although the Commission is now long practised at extending its powers by exploiting divisions among member states and broadly interpreting such authority as is put in its hands.

It would therefore gain from its proposal to extend majority voting in the council, but that would not be federalism. It would simply add to the number of areas of policy in which power is shared between other EC governments. There is justification for this on some issues, but not others. For example, on the environment, the scientific need is for cross-border arrangements; national is dysfunctional when it comes to curbing carbon dioxide emissions. Foreign policy and defence are a different matter. Some of the continental have shown themselves to be less than steadfast over the Gulf crisis, while the French are not inclined to share control over their armed forces.

The upshot is that it should be perfectly possible for Mrs Thatcher to face this week-end "emergency" summit of the EC knowing that its purpose is to flatter the Italians during their presidency and the mid-December inter-governmental conference knowing that there is little to fear on political union and everything to play for on economic and monetary union. If she lets her head rule, she could yet sail through unscathed.

German pick-me up for fork lift trucks

Charles Leadbeater on the announcement of a £40m plant investment at Lansing-Linde

Mr Graham Lewcock is looking forward to the good watch he will soon receive for 25 years' service at Lansing-Bagnall, the fork lift truck manufacturer based at Basingstoke in Hampshire. Mr Lewcock, the manager of the company's machine shop is one of 45 employees from a workforce of about 1,600 who will receive the watches from the Sir Emmanuel Kaye, the entrepreneur who founded the company in the early 1940s.

A decade ago, Mr Lewcock's long-service watch would have been in jeopardy. Though Lansing Bagnall had been the UK's pre-eminent fork lift truck maker for three decades, with a reputation for quality and innovation, it was hit hard by the recession of 1980-81.

In February last year, Sir Emmanuel dropped a bombshell when he announced he had sold out to Linde, the German fork lift truck maker. The creation of Lansing-Linde was an admission that one of the most enduring entrepreneurial success stories of British industry had run out of steam.

However, there is little sense of depression or failure 20 months after Linde's takeover. In spite of a 20 per cent decline in UK fork lift truck sales this year, the site is humming with activity and the management brimming with confidence. Mr Lewcock says: "We would not be here today if it were not for the Germans. We simply would not have survived the fall in the market."

The most obvious cause for Mr Lewcock's confidence is the announcement yesterday of a £40m investment plan to construct one of the most modern fork lift truck manufacturing plants in the world.

Lansing's passage from a shining example of independent engineering to become the British arm of Linde's European fork lift truck empire is a vignette of what has become of much of British engineering. Its story is also a salutary warning that industry could still be paying the costs of the current recession well after it finishes. For the story of the fall and rise of Lansing begins with the recession of 1980-81.

Mr Terry Colson, joint managing director, recalls: "We

only just survived. Overnight we went from producing 35 units a day to eight." In 1980 the workforce of 5,000 was cut by 40 per cent.

Thereafter the company had been running just to catch the competition. Most significantly, while Lansing was living hand to mouth, planning only a month ahead, its main competitors in Germany such as Jungheinrich and Linde were investing for the long term.

By the mid-1980s Lansing was back on its feet and looking to the future. In 1986, after two years' planning, it launched a £14m investment programme designed to recover its international competitiveness. Since then it has increased the kind of changes which many British engineering groups would envy.

The number of sites was cut from three to one. The company invested in computer aided design. Product development time was cut from five years to three. Since 1987 training expenditure has increased significantly.

At a cost of almost £500,000 an automatic paint shop was installed, cutting costs and improving quality. A computer controlled metal cutting and welding system produces about 45 per cent of fork lift truck chassis. Five years ago a welder would have taken five hours to do what it now takes a computer controlled machine only 17 minutes to achieve.

But in spite of its best efforts Lansing never managed to match the pace set by its German competitors. Mr Colson says: "The productivity gap with Germany is still about 30 per cent."

Mr Colson is confident the new plant will close that gap. There will be more robots, for instance to weld some masts. But the main source of the improvement will be the simplification and integration of manufacturing within one large assembly hall replacing the 11 separate shops within the Basingstoke site.

Lansing-Linde will produce higher volumes but from a narrower product range. It will become part of Linde's integrated European production system concentrating on

sophisticated warehouse trucks, boosting its exports from 40 per cent to 70 per cent of its annual output of about 3,000 trucks a year.

About 60 per cent of the trucks it produces are built to customer specifications. In future there will be more standardisation, with variations for customers' special needs added at the latest possible moment.

Mr Colson expects a 15-20 per cent reduction in unit costs. The time it takes to make the most complicated very narrow aisle trucks could be cut by more than half, according to Mr Terry Pritchard, manager of the assembly plant.

Mr Bruno Kulick, joint managing director responsible for marketing, expects these manufacturing changes, combined with more aggressive marketing, to lift Linde's UK market share from about 34 per cent to more than 50 per cent.

This transformation will have its costs. In the next few years employment should fall to about 1,000. More components will come from Linde's German suppliers.

But the main price is the change in Lansing's status. Partly because of the recession 10 years ago Lansing has had to forego its position as an independent, general fork lift producer, to become a specialist part of a larger, German-led grouping. Is it inevitable that the German company should have taken the lead?

Mr Kulick, a German manager brought in from Lansing Bagnall's former German operations explains: "Linde has really good long term planning, very solid. The Germans have never seen anything like the recession of 1980-81. Their market may go down by at most 10 per cent, but not 20 per cent to 30 per cent. They do not have to cope with that disruption to their business."

In three years many British engineering companies may look back on the early 1980s happy to have survived. It is then that industry will have to pay the longer term cost of recession as they emerge from the bunker to find how far ahead their competitors have advanced.

LETTERS

Auditors' independence and integrity

From Mr C. Swinson.

Sir, Your editorial comment, "Auditing the auditor," October 19 refers to the application by the three Institutes of Chartered Accountants to become recognised supervisory bodies under the Companies Act 1989. You rightly describe the proposals for audit supervision as an advance, but you fail to recognise the very strict ethical rules which already govern the independence of auditors.

Chartered accountants in the UK are required to meet standards of integrity and independence that are among the highest in the financial community. Not only are auditors barred from holding shares in client companies and from entering into other financial arrangements, such as loans, but these restrictions are also applied to other departments within the same firm. Nor is it true to say that the directors appoint their own watchdogs. Auditors are appointed annually by the shareholders in general meeting. Although appointments are generally on the recommendation of directors, the law enshrines the right of the auditor to communicate directly with the shareholders in the event of a move to replace him. Professional rules require a new auditor to consult with the outgoing auditor to ensure that there is no reason that the appointment should be refused. These safeguards serve to ensure that the auditor's independence cannot be compromised in a dispute with the board.

The issues surrounding the independence of auditors were thoroughly debated three years ago when the Department of Trade and Industry issued its consultative document on regulation of auditors. Government clearly accepted that auditors do exercise a proper degree of independence and that further measures were not required. We believe that no audit failures involving important firms have resulted from lack of independence.

Far from failing to address

the central question of independence, as alleged in your editorial, the monitoring proposals go right to the heart of this vital issue. When implemented, the monitoring process will generate additional data on the standards of independence achieved by audit firms. It will then be possible to take properly informed decisions about the need, if any, for further action.

C. Swinson, chairman, Financial Reporting and Auditing Committee, Institute of Chartered Accountants in England and Wales, Chartered Accountants' Hall, Moorgate Place, EC2

From Mr Robert Melville.

Sir, Your editorial comment regarding the decision by the chartered bodies to set up their self-regulating authority raises two key issues.

First, how can such a body claim "independence" when it is itself responsible for its own integrity and effectiveness. Independence is much more than a mere arm's length distance from the paymaster. It requires an independent state of mind which is encouraged by clearly defined reporting lines and functional separation of intent from senior management. For many organisations now, a properly constituted internal audit department which can review all systems and activities in the organisation fulfils the need for an independent review which a specifically financial opinion cannot provide.

Secondly, there is a clear need for companies to set up audit committees which have the brief to supervise and control all audit related activities: remuneration, reports, liaison between external and internal audit and appointments. Until such committees are required, there will always be a risk that audit work will not be perceived to be independent. Such committees should include non-executive directors to

ensure the effectiveness of an objective position. This will encourage the "second tier" which you note is absent at present.

The 1989 Companies Act made some interesting changes to how external audit is managed. But until future legislation addresses the issue of a statutory requirement for internal review, and companies and shareholders recognise the advantage of independent non-executive directors, I fear that auditors will never be able to offer an alternative to a narrow and restricted view of a company's health.

Robert Melville, lecturer, Centre for Internal Auditing, City University Business School, EC2

From Mr Suraj Paul.

Sir, We very much appreciated your comment, both as the eponymous victim of the Caparo case, and as the party which has so far footed the bill for enlightening the investment community to the danger of relying on audited accounts.

We entirely support your contention that the House of Lords ruling means that the auditors' duty to anyone other than the existing shareholders is so limited as to be close to meaningless.

The ultimate solution probably lies with a combination of legislative change (to make auditors liable) and a complete change in the nature of the current three-line audit report so as to give the auditors a proper opportunity to say what they really think about the financial reporting and controls of their client.

We hope investment institutions, who collectively face a large risk under the present unsatisfactory situation, will heed your request and start playing a constructive part in this debate. Suraj Paul, chairman, Caparo Industries, Caparo House, 103 Baker Street, W1

Turkey, Cyprus and UN resolutions

From Mr Angelos Angelides.

Sir, Edward Mortimer's article "More than one kind of linkage," October 19, in which he recalled Turkey's invasion of Cyprus in 1974, caused Mr Genc (Letters, October 23) to resort to a much rehearsed justification and distortion of historical records.

Mr Genc cannot brush aside the fact that Turkey continues to occupy 38 per cent of the territory of Cyprus, a member of the United Nations, and has assimilated it into Turkey.

Nine thousand years of history and culture are being methodically destroyed, all the indigenous inhabitants (200,000) have been uprooted, and 75,000 Turkish colonists from the mainland have been transplanted into the occupied area. The occupied part of Cyprus is often referred to as the 6th province of Turkey.

The upshot is that it should be perfectly possible for Mrs Thatcher to face this week-end "emergency" summit of the EC knowing that its purpose is to flatter the Italians during their presidency and the mid-December inter-governmental conference knowing that there is little to fear on political union and everything to play for on economic and monetary union. If she lets her head rule, she could yet sail through unscathed.

Angelos Angelides, high commissioner, Cyprus High Commission, 33 Park Street, W1

And then the bank agents took their fees

From Mr Gordon Wilkinson.

Sir, Stephen Fidler's article "Foreign exchange accord criticised," October 17 was most helpful. However, small businesses like ours would value improved communication between European banks on currency exchange matters.

Such co-operation might reduce the exorbitant charges on sterling-denominated cheques drawn on European banks.

In one instance last week, 33 per cent of the £55 that we had worked hard to earn went on bank agents' fees. Gordon Wilkinson, editor and publisher, Analytical Instrument Industry Report, PO Box 78, East Grinstead, Sussex

Living in the different Post Office world

From Mr Harold W.D. Hughes.

Sir, The chairman of the Post Office must be living in a different world if he believes that the first-class service "is far better than ever before." Post Office says delivery is best ever," October 23).

This association, which has 36 member oil and gas companies, has had to resort to extensive use of fax and courier services to maintain effective communication. A batch of papers sent first-class recently, mostly to the London area, did

not arrive for two days and some were delayed for five. I imagine we are not alone in such experiences. Harold W.D. Hughes, UK Offshore Operators Association, 3 Hans Crescent, SW1

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International Corporate Finance

BARINGS

INTERNATIONAL COMPANIES AND FINANCE

MNC losses underline banks crisis

By Martin Dickson in New York

THE SHARP deterioration of commercial bank loan portfolios along the east coast of the US was underscored yesterday when MNC Financial, owner of the largest bank in the state of Maryland, announced large losses, the proposed sale of its credit card subsidiary and an agreement not to pay dividends without the approval of the Federal Reserve.

The action came as MNC, which ranks about 25th among US bank holding companies and has some \$27bn in assets, announced a third-quarter net loss of \$173.4m, or \$2.05 a share, against a profit of \$88.8m or 30 cents a year ago.

This was because of a \$350m addition to its reserve for possible credit losses, compared with \$34m in the 1989 quarter.

The Baltimore-based group, which owns the Maryland National Bank and American Security Bank, has a heavy loan exposure to the property market, which has been collapsing along the eastern seaboard, starting last year in New England.

Earlier this year MNC was still talking optimistically about the economic resilience of the Baltimore-Washington corridor, with its concentration of Federal Government work.

The bank said yesterday it was soliciting bids for MBNA America, a credit card subsidiary which is one of its most profitable operations, and was also exploring the possible sale of Landmark Financial Services, a consumer finance subsidiary.

It said it was selling MBNA, which has over \$6.8bn in outstanding loans, because of the continuing decline in the property market and the impact of this on the loan quality and the capital position of its banking subsidiaries, as well as general economic uncertainty.

The sale would give an equity capital level well above minimum regulatory requirements and would be a better form of finance than a proposed \$180m injection through an issue of preferred stock to Mr Alfred Lerner, its chief executive and largest shareholder. It is also discontinuing its commercial paper programme.

The bank has signed a written agreement with the Federal Reserve which requires Fed approval for dividend pay-

ments and material transactions between subsidiaries.

Another agreement with the Comptroller of the Currency requires the two banking subsidiaries to meet higher capital levels.

MNC said total non-performing loans rose 40 per cent from \$602m at June 30 to \$844m as of September 30, of which \$450m was related to commercial property. The reserve for credit losses provided 94 per cent coverage of the non-performers.

Standard & Poor's, the credit rating agency, downgraded the company's debt, saying it expected "further moderate deterioration in asset quality over the near term", although the disposal programme could significantly enhance the group's capital position.

Elkem in plunge to loss of Nkr40m

By Our Financial Staff

ELKEM, the Norwegian light metals maker, plunged to a Nkr40m (\$6.8m) loss in the first nine months of 1990 because of weak demand and prices for its products.

The loss before extraordinary items compared with a profit of Nkr1.03bn in the same period last year. The company warned that "the situation in the Middle East gives greater uncertainty over the general economic outlook".

Turnover in the first nine months dropped to Nkr7.11bn from Nkr7.80bn. Operating profit plunged to Nkr222m from Nkr1.15bn.

"The weak market for Elkem's ferro-alloy products is expected to continue," it said, but the market situation for aluminium was considerably better, it added.

In the third quarter alone, the company made a loss of Nkr75m before extraordinary items against a profit of Nkr161m in the same period last year.

Elkem blamed the third quarter loss on "the difficult market situation which has resulted in reduced sales volumes and weakened prices for ferro-alloys and silicon metals."

Gist-Brocades in joint scheme

GIST-BROCADES, the Dutch biotechnology group, and Yamanouchi Pharmaceutical of Japan are investigating a possible co-operation in the field of pharmaceutical specialities, the Dutch group said yesterday, agencies reports.

On the basis of investigations so far, both parties "assume" agreement can be reached by the end of this year, Gist-Brocades said. The co-operation could lead to the sale of the pharmaceutical specialities division to Yamanouchi.

Rumours have been circulating on the Amsterdam Stock Exchange, pinpointing Gist-Brocades as a likely candidate for a merger, takeover or some other form of international alliance.

Norsk Hydro rises 53% as prices for crude oil surge

By Karen Fosell in Oslo

NORSK HYDRO, Norway's largest publicly quoted company, yesterday announced a 53 per cent rise in third quarter net profits to Nkr625m (\$106m), helped by higher world crude oil prices and an improvement in its agriculture division.

Group operating income in the third quarter rose to Nkr1.56bn from Nkr1.15bn last year but for the first nine months of the year operating income slid to Nkr1.63bn from Nkr5.38bn, mainly because of lower metal prices.

Norsk Hydro said third-quarter performance was influenced by the Middle East crisis, which led to a strong rise and large fluctuations in world crude oil prices and prices for refined products.

Group operating expenses in the third quarter declined by Nkr49m to Nkr200m. Last month Hydro sold for Nkr350m its biomedical activities to the 77 per cent Hydro-owned subsidiary Securix Industriell, and Securix is proposing to issue new shares amounting to Nkr450m to which Hydro will subscribe its proportionate share.

For the individual business

activities, the agriculture division experienced a rise in third-quarter operating income to Nkr120m from Nkr21m, due to higher sales for fertilisers and rising prices of urea and ammonia. But nine-month operating income slid to Nkr726m from Nkr912m a year earlier, when the results from Dyno Industrier were still included.

The oil and gas division's operating income in the third quarter jumped to Nkr1.02bn from Nkr496m last year. Nine-month operating income rose to Nkr2.31bn from Nkr1.67bn last year.

Light metals saw third-quarter operating income nearly halved to Nkr235m from Nkr440m. For the first three quarters of this year operating income slid to Nkr985m from Nkr2.12bn, primarily because of lower prices for aluminium.

Petrochemicals in the third quarter saw its operating income decline to Nkr256m from Nkr304m and for the three quarters of this year operating income fell to Nkr775m from Nkr929m, due to lower PVC prices.

Lex, Page 20

Consortium to buy 49% of Austrian paper maker

By Philip Gawth in Johannesburg

A CONSORTIUM consisting of Mondi Paper Company, Anglo American Corporation, De Beers Centenary and Minaca plan to acquire a 49 per cent shareholding in Neusiedler, the Austrian paper manufacturer, from Frantschach, a privately owned Austrian forest products group.

The announcement was made by Mr Tony Trahar, executive chairman of Mondi, an unlisted subsidiary of Anglo American and one of the two leading players in the South African timber and processing industry. Negotiations have still to be completed so financial details have not been disclosed.

Mr Trahar said that Frantschach has interests in bleached and unbleached pulp and paper production, packaging and distribution.

Neusiedler is Europe's third largest manufacturer of wood-free papers for the A4 photocopy paper and business forms markets. It has established brand names and sales networks in most European countries. Mr Trahar said Neusiedler was well located to take advantage of further business opportunities in the EC and eastern Europe as they arise.

Neusiedler's annual turnover exceeds \$350m and annual paper production is currently about 220,000 tons at its Theresental and Kematen mills in Austria. It has expansion plans to increase capacities significantly within the next few years.

"For our consortium, the partnership with Frantschach in Neusiedler will be an important step into the growing European market and an expansion of Mondi's business activities in Europe," said Mr Trahar.

"For Mondi specifically," he added, "a partnership will open up new markets for the export of pulp from our Richards Bay mill. Neusiedler is expected to benefit from access to Mondi's range of products."

Suppl, South Africa's largest pulp and paper maker, was part of a consortium which bought five specialty paper mills in the UK in June.

Earnings at Tandem trail revenues

By Louise Kehoe in San Francisco

TANDEM Computers, the US maker of fault-tolerant mainframe computers, yesterday reported a fiscal fourth-quarter earnings decline despite record revenues. Sales growth did not meet the company's goals, officials said.

Net income for the quarter was \$31.8m, or 30 cents per share, down from \$39.4m or 38 cents in the fourth quarter last year.

Revenues for the quarter reached \$506m, an 11 per cent increase over last year's fourth quarter revenues of \$456.2m.

The company reported annual revenues of \$1.66bn, a 14 per cent gain over the \$1.43bn recorded in fiscal 1989. Net income for the fiscal year reached \$121.8m, or \$1.13 per share, compared with \$118.3m, or \$1.17 in fiscal 1989.

Mr James G. Treibig, president and chief executive officer, said: "Throughout the year, we continued strong growth in most industries and countries."

"However, we have been impacted in countries where our greatest strength is in banking and securities, such as the US and the UK, bringing our revenue growth rate to a level below our goals."

UAP seeks foreign partner

By William Dawkins in Paris

UNION des Assurances de Paris (UAP), France's largest insurance company, is seeking a foreign partner to help it reach its long-standing goal of achieving the same European market share as Allianz, Germany's leading insurer.

Mr Jean Peyrelevade, chairman of UAP, which has 1.5 per cent of the European market, half the size of Allianz, said yesterday: "We have an absolute conviction that we need an international partner and we are discussing possible co-operation accords with other insurers."

These included two US insurance groups, one in northern Europe and a South African insurer, said Mr Peyrelevade, who declined to release names.

He did not conceal UAP's wish to co-operate with Groupe Victoire, in which it has a 34 per cent stake, the majority held by Compagnie Financière de Suez, the financial conglomerate.

However, Mr Peyrelevade said UAP and Suez agreed that Victoire must first be left to digest its acquisition of Colonia/Nordstern, Germany's

second largest insurer.

"We can't play the European game all alone and neither can Victoire-Colonia. But they first need to create their own group," said Mr Peyrelevade. After that, UAP and Victoire-Colonia should "seek synergies," he said.

Mr Peyrelevade maintained that this view was shared by Mr Gérard Worms, who took over as chairman of Suez last week from the late Mr Renaud de la Genière. Suez has said it wants to keep a 50 per cent stake in Victoire in all circumstances.

Worldwide M&A activity fell sharply in third quarter

By David Waller

WORLDWIDE mergers and acquisitions activity fell off sharply in the third quarter of 1990, according to statistics compiled by KPMG Peat Marwick McLintock, the accountancy firm.

Reflecting the after-effects of Saddam Hussein's invasion of Kuwait, the value of cross-border bids and deals fell to \$21.7bn in the period from July to the end of September, down by nearly 40 per cent against the April to June total of \$35.1bn. The number of trans-

actions dropped from 705 to 405.

The number of cross-border acquisitions made by European Community companies fell from 350 to 253, the value of the transactions dropping from \$12.5bn to \$11.8bn.

North American companies completed 117 cross-border deals against 79 in the second quarter, while buyers in the rest of the world made 118 purchases. This was 80 fewer than in the April to June period.

Euro Disneyland's budget breakdown

EURO Disneyland said the total budget for phase 1B, the second phase of its European amusement park project, is approximately FF6.7bn (\$1.1bn), Reuters reports.

Phase 1B includes the construction of five hotels, an entertainment centre and a lake promenade at the site on the outskirts of Paris, the company said. Total investment for phase 1A, which comprises the core part of the amusement park and one hotel, is FF16.3bn.

Both phases are scheduled for completion in the spring of 1992.

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Members Shareholders are invited to attend on November 9, 1990 at 11.00 a.m. in Luxembourg, 123, avenue de la Paix, the ANNUAL GENERAL MEETING OF SHAREHOLDERS with the following agenda:

1. Approve the audited financial statements for the year ended 31st December 1989;
2. Appoint Directors for the coming year;
3. Ratify the acts of the Directors during the past year;
4. Any other business.

Immediately followed by the EXTRAORDINARY GENERAL MEETING OF SHAREHOLDERS with the following agenda:

1. Approve the interim financial statements as at June 30, 1990;
2. Consider the Auditor's special report on the investment portfolio;
3. Consider changing the accounting policy of writing off the preliminary expenses over a period of 5 years.

Proxies for both General Meetings should be deposited five business days before the day of the meeting at Bank Oppenheim Pison International S.A., 123, avenue de la Paix, Luxembourg.

LEGAL NOTICES

No 007442 of 1990
 IN THE HIGH COURT OF JUSTICE
 CHANCERY DIVISION
 IN THE MATTER OF YALE AND VALOR PLC
 - and -
 IN THE MATTER OF THE COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that the Order of the High Court of Justice (Chancery Division) dated 15th October, 1990, confirming the reduction of the amount standing to the credit of the Share Premium Account of the above-named Company by £265,000, was registered by the Registrar of Companies on 22nd October, 1990.

DATED this 22nd day of October, 1990.

Theodore Goddard
 180 Aldersgate Street
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 Solicitors for the
 above-named Company

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In accordance with the provisions of the Agency Agreement between Bank of Tokyo (Curacao) Holding N.V., The Bank of Tokyo, Ltd., and Citibank, N.A., dated October 16, 1989, notice is hereby given that the Rate of Interest has been fixed at 5.25% p.a. and that the interest payable on the relevant Interest Payment Dates, April 26, 1991, against Coupon No. 25 will be US\$42,34.

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NOTICE TO SHAREHOLDERS

Shareholders are hereby informed that the Annual Report of JF Pacific Warrant Company S.A. dated 30th June 1990, including the Auditors' Report thereon, is available in English free of charge from 10.00 a.m. in London and in Luxembourg at the following addresses:

- Banque Internationale à Luxembourg
 2, Boulevard Royal
 L-2083 LUXEMBOURG
- Fleming Investment Trust Management Limited
 25, Colindale Avenue
 LONDON EC2A 4JQ

28th October, 1990

The Board of Directors

INTERNATIONAL COMPANIES AND FINANCE

Japan's electrical groups raise interim dividends

By Ian Rodger in Tokyo

JAPAN'S three diversified electrical groups, Toshiba, Mitsubishi Electric and Hitachi, have all recorded improvements in sales and profits in the six months to September 30, and Toshiba and Hitachi have raised their interim dividends.

Hitachi said brisk sales of computers and other information and electronic equipment contributed to another period of record sales. Operating profit was flat because of rising sales costs but pre-tax profit rose 4.1 per cent because of a surplus on financial items.

The interim dividend was raised by ¥1 to ¥5.5.

Toshiba said its record sales were mainly due to strong domestic demand and a good performance in information/communication equipment and electronic devices. The

JAPANESE ELECTRICAL GROUPS

Half-year results to end September 1990

Company	Revenue	% change	Profit	% change	Net	% change
Hitachi	1,878.8	+8	110.3	+4.1	60.3	+8.6
Toshiba	1,584.2	+8	103.1	+3	64.0	+3.1
Mitsubishi	1,196.8	+4	82.0	+2.3	34.5	+37.4

strong dollar also had a favourable impact.

The company has raised its interim dividend by ¥0.5 per share to ¥50 per share.

Sales in all divisions increased, except in consumer products, where exports were displaced by the beginning of production of several products overseas.

The sharp rise in net income reflected the depressing effect on last year's result of a special provision for pension

payments. Mitsubishi Electric said sales of industrial machinery were particularly strong, but operating profit fell 15.7 per cent because of increases in personnel and other costs.

Hitachi and Mitsubishi are maintaining their earlier forecasts of pre-tax profit for the full year of ¥225bn (\$1.77bn) and ¥140bn respectively, but Toshiba has reduced its pre-tax forecast from ¥220bn to ¥200bn on anticipation of a weaker US economy.

MIM opens current year with 20% fall

By Bruce Jacques in Sydney

MIM HOLDINGS, the leading Australian mining group, has been held to a sluggish start to the new financial year by shipment delays, a strong domestic currency and continuing coal division losses.

The company yesterday announced a 25 per cent fall in net earnings to A\$32.6m (US\$25.4m) from A\$45.5m in the 12 weeks to September 23, mirroring a 25 per cent total revenue slide to A\$435.6m from A\$581.5m.

Directors said metal production levels were strong but shipment delays caused a build-up of copper and zinc stocks, keeping sales considerably below output. "The Australian dollar averaged more than 5 cents higher against the US dollar than in the corresponding quarter last year," they said. "The exchange rate movement had a revenue detriment of more than A\$20m in the 12 week period."

The result excluded mostly unrealised foreign exchange losses of A\$18.6m against losses of A\$2.6m previously, reflecting MIM's borrowings in Japanese and European currencies.

The company's coal division incurred a pre-tax loss of A\$9m steady on the previous corresponding period. The directors said coal production and shipments rose, offset by the Australian dollar's strength against the US.

The result followed tax of A\$27.1m compared with A\$55.1m previously and total expenses of A\$375.9m against A\$521.3m previously.

Wing Tai agrees US joint venture

By Stefan Wagstyl in Tokyo

WING TAI, the Singapore garment manufacturer, has agreed to form a 50-50 joint venture with a subsidiary of The Limited, the US retailer, to set up a garment buying house. The venture, to be called Winmas International, will provide fashion garment sourcing for M&S Industries (Far East), a wholly-owned subsidiary of The Limited.

Malbak result hit by interest costs

By Philip Gawith in Johannesburg

MALBAK, the industrial arm of the Gencor group, has reported lower earnings for the year to the end of August in what is anticipated to be a season of weak results from leading companies which will have operated under recessionary conditions for a full year.

Mr Grant Thomas, executive chairman, noted that the year included a general election, the advent of a more restrictive monetary policy, prime interest rates reaching 21 per cent, calls from the African National Congress (ANC) for extensive nationalisation of the economy, widespread violence in the country, and the Gulf crisis.

Malbak's performance was in line with predictions made at the interim stage that earnings would be "a little lower". While turnover increased by 14 per cent from R7.33bn (\$2.8bn) to R8.37bn and operating profit was 6 per cent up at R724m, a 27 per cent rise in the interest bill to R218m and a 12 per cent advance in the tax bill to R172m saw earnings for ordinary shareholders drop 7 per cent to R233m.

The rise in the effective tax rate from 30 per cent to 34 per cent was the result of the exhaustion of assessed losses in various divisions. Of the 27

per cent rise in interest payments, 14 per cent was attributable to an increase in rates and 13 per cent due to the increased level of borrowings. Two-thirds of the latter figure was used to fund acquisitions. Attributable contributions to Malbak's earnings, by division, were: packaging and paper - 24 per cent; engineering and mining supplies - 22 per cent; branded consumer products - 25 per cent; construction supplies - 16 per cent; food - 11 per cent. These figures were broadly in line with 1989 figures.

Mr Thomas said he felt the five main divisions had held up well under very difficult conditions. The biggest disappointment was the 54 per cent decline at the attributable level - from R13 to R6m - in the international division, due mainly to losses suffered at Abercom, the listed vehicle. Mr Thomas said a slow trend to restoring the company had begun.

Earnings per share declined 13 per cent to 119 cents and the dividend was maintained at 50.5 cents per share. Mr Thomas noted that these represented 36.7 per cent and 20 per cent compound growth respectively during the past five years.

OK Bazaars earnings defy trading conditions

OK BAZAARS, one of South Africa's three largest retail groups, has surprised observers by improving interim earnings amid difficult trading conditions after showing a decline in year-end earnings.

OK, a member of the South African Breweries group, increased turnover by 12.7 per cent to R2.23bn (\$881m) in the six months to the end of September.

Significantly improved margins saw operating profit 33 per cent higher at R37.85m but this was offset by a 54.4 per cent rise in the interest bill to R18.77m. Attributable earnings rose 13 per cent from R7.8m to R8.8m.

Mr Gordon Hood, managing director, said OK's performance was particularly credit-

able when taking account of the numerous factors inhibiting growth. These included an acrimonious seven-week strike in June-July, social unrest and boycott action and a depressed economy.

The improved margins were the result of a better merchandise mix with a transfer of more than 2 per cent out of food into higher-margin general merchandise, especially furniture and appliances. The increase in financing costs was the result of higher interest rates combined with development of stores, warehousing and systems.

Earnings per share rose 12.7 per cent to 71 cents from 63 cents and the dividend was lifted to 37 cents per share from 33 cents.

Laus fail in bid to take Paul Y private

MR THOMAS and Mr Joseph Lau, the Hong Kong tycoons who recently defended their financial empire from a hostile takeover bid, encountered a setback yesterday when minority shareholders refused to approve their offer to take private their construction concern Paul Y. International Group, AP-DJ reports from Hong Kong.

The tycoons' China Entertainment and Land Investments Holdings subsidiary had offered HK\$619m (US\$79.3m) late August for the 50.1 per cent of the shares that it did not control.

Traders on the Hong Kong stock market expected the rejection. The offer had been deemed "niggardly" by Jardine Fleming Securities, the minority holders' independent financial advisor.

The Lau brothers, who control China Entertainment through their Evergo International Holdings flagship, had bid HK\$2.13 per share, representing a 13 per cent premium to their close of HK\$1.77 before the bid and 5 per cent above yesterday's closing price of HK\$1.91.

Fanuc boosts first-half pre-tax profits by 10%

By Martina Gannon in Tokyo

JAPAN'S acute labour shortage has helped Fanuc, the leading numerical control and robot manufacturer, to double-digit growth in pre-tax profits for the six months ended September 30.

Total sales rose 8.8 per cent to ¥93.2bn (\$734m). Sales of numerical controls, which remain the company's

core business, increased by 5.7 per cent to more than ¥70bn, but sales of labour saving robots grew even faster, topping ¥10bn for the first time.

Pre-tax profits increased by

10 per cent from the same period in the previous year to ¥34.4m. After-tax profits rose 10.9 per cent to ¥15.6m. The company is investing heavily in new robot producing facilities and plants that will run unattended for 60 hours, although it has reduced its original capital spending plan for this fiscal year by ¥10bn to ¥20.7bn.

Fanuc's directors expect sales for the full year to increase by 4.9 per cent to ¥187m, and pre-tax profits to rise 3.7 per cent to ¥68.5m.

Record six months at Kao

By Stefan Wagstyl in Tokyo

KAO, the leading Japanese household products maker, has posted record interim profits and sales, boosted by strong demand for cosmetics.

In the six months to the end of September, parent company pre-tax profits increased by 6.5 per cent to ¥19bn (\$149.6m) on sales which

improved by 7.4 per cent to ¥278bn. For the current year, Kao forecasts increases in profits to ¥41bn pre-tax and in sales to ¥578bn.

The company is paying a ¥5 a share interim dividend, including ¥0.9 in a commemorative dividend to celebrate Kao's centenary.

BARCLAYS INVESTMENT FUNDS (LUXEMBOURG)

Société d'investissement à Capital Variable
(the Company)
Registered Office:
Centre Mercure
7th Floor
41 Avenue de la Gare
L-1611 Luxembourg

NOTICE OF ANNUAL GENERAL MEETING

The Annual General Meeting of Shareholders is to be held at the registered office of the company on Thursday, 15th November 1990 at 11.30 am (or as soon thereafter as it may be held) for the following purposes:

1. To receive and adopt the Director's Report and the Report of the Auditor for the period to 31st July 1990
2. To receive and adopt the Statement of Net Assets and the Statement of Operations for the period to 31st July 1990
3. To grant a discharge to the Directors in respect of their duties for the period ended 31st July 1990
4. To grant a discharge to the Auditors in respect of their duties for the period ended 31st July 1990
5. To re-elect Messrs Dennis, Alvarez-Torres, Fautier and Pauly as Directors of the Company
6. To re-appoint Messrs Price Waterhouse as Auditors
7. Miscellaneous

Shareholders are advised that in accordance with the Articles of Incorporation the Annual General Meeting of Shareholders will require a quorum of 10% of the shares outstanding.

Voting Arrangements
In order to vote at the meeting the holders of bearer shares must deposit their shares not later than 12th November 1990, either at the registered office of the Company, or with any bank or financial institution acceptable to the Company and the relative Deposit Receipts (which may be obtained from the registered office of the Company) must be forwarded to the registered office of the Company to arrive not later than 12th November 1990. The shares so deposited will remain blocked until the day following the meeting or any adjournment thereof.

The holders of registered shares need not deposit their certificates but can be present in person or represented by a duly appointed proxy.

Shareholders who cannot attend the meeting in person are invited to send a duly completed and signed proxy form to the registered office to arrive not later than 12th November 1990. Proxy forms will be sent to registered shareholders with a copy of this Notice and can be obtained from the registered office.

The Board of Directors

ROYAL TRUST ASSETMIX FUND SICAV
Registered Office: 7th Floor, Centre Mercure
41, avenue de la Gare LUXEMBOURG

R.C. Luxembourg B 28390
NOTICE OF ANNUAL GENERAL MEETING OF SHAREHOLDERS

The Annual General Meeting of Shareholders of Royal Trust Assetmix Fund Sicav will be held at its registered office, 41 avenue de la Gare, Luxembourg, on Monday November 26, 1990 at 10.00h for as soon after as it may be held and for any adjournment thereof for the purpose of considering and voting upon the following matters:

- 1) To receive and adopt the Director's Report and the report of the Auditor for the year ended 30 June 1990
- 2) To receive and adopt the Balance Sheet as at 30 June 1990 and the Profit and Loss Account for the year ending on that date.
- 3) Discharge of the Directors and of the Auditor.
- 4) To elect Mr R. Kemp, Mr M. Reid, Mr J.J. Morris, Mr B. Granger, Mr D. Neen and Mr J. Elvinger as Directors of the Company.
- 5) To re-appoint Messrs Coopers & Lybrand S.C. as Auditors.
- 6) Miscellaneous.

Voting
The Resolutions may be passed without a quorum, by a simple majority of the votes cast thereon at the meeting.

Voting Arrangements
In order to vote at the meeting the holders of bearer shares must deposit their shares not later than October 29 1990, either at the registered office of the Fund, or with any bank or financial institution acceptable to the Fund, and the relative Deposit Receipts (which may be obtained from the registered office of the Fund) must be forwarded to the registered office of the Fund to arrive not later than October 29 1990. The shares so deposited will remain blocked until the day following the meeting or any adjournment thereof.

The holders of registered shares need not deposit their certificates but can be present in person or represented by a duly appointed proxy.

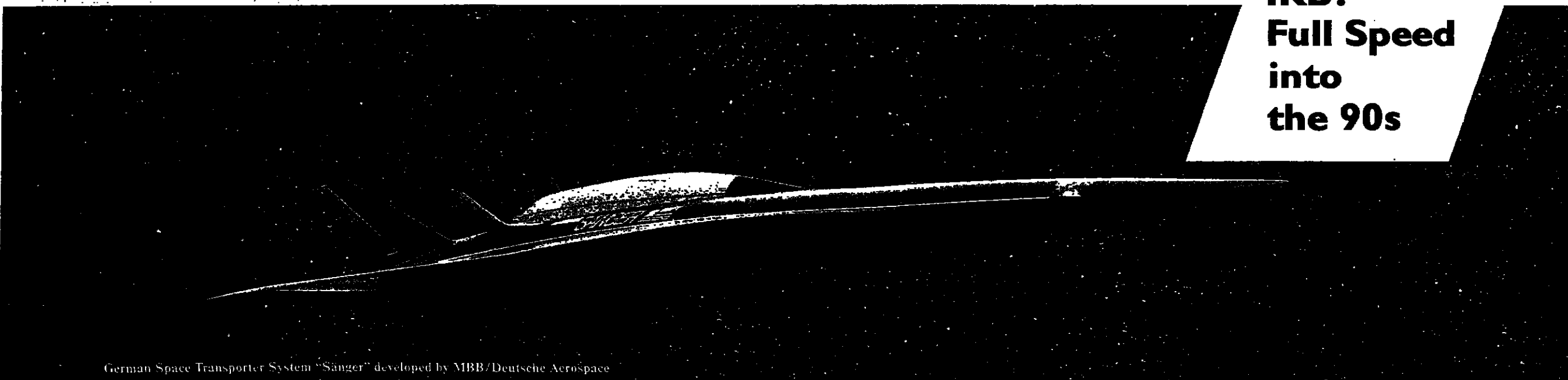
Shareholders who cannot attend the meeting in person are invited to send a duly completed and signed proxy form to the registered office to arrive not later than 29 October 1990. Proxy forms will be sent to registered shareholders with a copy of this Notice and can be obtained from the registered office.

The Board of Directors

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IKB: Financial Year 1989/90



German Space Transporter System "Sanger" developed by MBB/Deutsche Aerospace

Growing Financing Needs of Small and Medium-Sized Companies

At the turn of a new decade more and more small and medium-sized companies are preparing for the challenges of the future. They specialize in higher quality products, use modern production techniques, adopt a more international orientation, restructure jobs and work flows, and spend more on environmental protection. Naturally, this involves higher investments and greater risks.

In the first part of its annual report, IKB, Germany's only nationally operating bank that lends exclusively to companies, analyzes the latest trends in capital expenditure and financing of small and medium-sized firms. A complimentary copy of this enlightening report is available upon request.

Long-Term Financing is Our Specialty

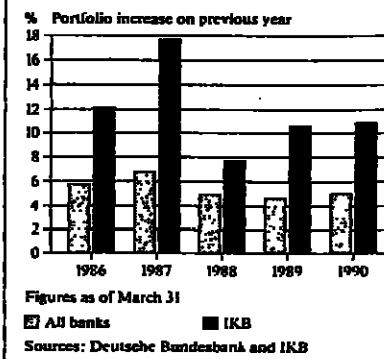
In fiscal year 1989/90, IKB's balance sheet total rose 11.5% to nearly DM 25 billion. Long-term claims on customers increased 11.3% to DM 19.2 billion. Net interest and commission income climbed 8.4% to DM 305 million while administrative costs were held in check by a moderate rise in personnel spending and lower

operating costs. As a result the partial operating profit of the parent bank rose 10.2% to DM 183.1 million. As of March 31, 1990, the capital ratio amounted to 3.6%. In April, capital funds rose to DM 1.1 billion as a result of a capital increase. The dividend of DM 9 per DM 50 share for fiscal 1989/90 was unchanged from that of the previous year which included a DM 1 anniversary bonus.

Innovative Specialized Services

Complementing its core lending business, IKB offers a wide range of specialized services. In Luxembourg, its subsidiary IKB International and the branch office operate successfully in international lending, money market trading and the securities business. A wholly-owned Hamburg-based subsidiary, IKB Leasing GmbH, is active in equipment leasing. IKB Immobilien Leasing GmbH, a joint venture of IKB and BHR-BANK, focuses on real estate leasing. IKB's international business concentrates primarily on long-term financing of machinery and equipment exports. The Corporate Finance Division advises companies on underwriting, mergers and acquisitions and participations via IKB's subsidiary, IKB Beteili-

Long-term loans to domestic companies



gungsgesellschaft mbH. IKB Consult GmbH offers comprehensive corporate consulting services.

IKB is a strong and innovative partner for small and medium-sized companies that have big plans for the future. The Bank funds its lending operations by issuing bonds on the capital market. It is our principal goal to provide corporate customers with a wide range of quality services, making IKB the bank of choice for advisory services and long-term financing.

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INTERNATIONAL COMPANIES AND FINANCE

UAL sees 'alarming' final quarter

By Martin Dickson in New York

UAL, THE parent company of United Airlines, yesterday announced a small drop in third-quarter profits, due mainly to higher fuel costs, and warned that fourth-quarter projections for the industry as a whole were "nothing short of alarming".

The company, which was the subject of an abortive employee buy-out between April and early October, said net earnings were \$106.1m or \$4.87 a share, compared with \$110.9m or \$5.11 a share in the same period of last year.

Operating revenues were \$2.97bn, up from \$2.88bn, and

operating expenses \$2.84bn, compared with \$2.45bn. This left operating earnings at \$123m, down from \$131.8m.

Non-operating income included a gain of \$93m on the sale of property, notably aircraft, compared to gains of \$45.8m a year ago.

However, the company said this was partly offset by expenses in connection with the buy-out proposal, which totalled \$60m.

Mr Stephen Wolf, the chairman, said United's average cost of fuel rose in the third quarter to 73 cents a gallon, from 61.3 cents last year.

"Moreover, we expect the average price to be significantly higher in the fourth quarter as the full effect of current increases are felt and as the demand for home heating oil rises with the onset of winter."

Mr Wolf said he was "very concerned" about the impact of the rising fuel price on earnings and would be scrutinising all expenses closely.

During the third quarter, revenue passenger miles were up 11.8 per cent, while yield - passenger revenue per mile flown - was up 4.2 per cent to 12.14 cents.

Passenger load factor was

70.8 per cent, down 1.1 percentage points from 71.9 in 1989. For the nine months, the airline had net earnings of \$218m, down from \$317.4m in the same period of 1989, while operating earnings were \$260.3m against \$495.2m.

Mr Wolf said all airlines were being hit by the softening economy and rising fuel costs. However, he was comforted by the fact that United's conservative balance sheet was one of the strongest in the industry, with net debt at the end of the quarter of \$1.8bn, compared to equity of \$1.8bn, and cash and cash equivalents of \$1.6bn.

GM to idle truck plants and lay off up to 10,000

By Martin Dickson

SOFTENING sales in the US truck market were emphasised yesterday when General Motors said it was temporarily shutting three light-truck plants for between two and four weeks in November, temporarily laying off between 9,000 and 10,000 workers.

The company also said that from the start of next year it would eliminate the second production shift at one of the three plants, in Flint, Michigan, with the indefinite lay-off of 1,700 employees.

As part of the plan, the Flint plant, which makes full-size and sports utility vehicles, will be closed for four weeks from October 29.

The Pontiac East plant in Michigan and its Fort Wayne, Indiana assembly plants will also be shut for two weeks beginning on November 5.

Pontiac employs 3,200 workers, while Fort Wayne employs 2,700 and 2,800. Both plants produce pick-up trucks.

US truck production fell to 2.93m in the first nine months of 1990 from 3.15m units in the period of last year, with the light truck segment dipping to 2.76m from 2.95m units.

Moody's downgrades Ford debt

By Martin Dickson

THE TOUGH climate facing the US automobile industry has been underlined by Moody's, the credit rating agency, downgrading some \$4.5bn of Ford's long-term debt, citing market competition, soft demand and the company's large capital requirements.

Ford, the second-largest US motor manufacturer, said it was disappointed by the move and felt that the reasons were "essentially cyclical or transitional in nature". Its ability to maintain its capital spending in the current financial position, it added.

Moody's said the company would suffer from "softened automotive operations and large capital requirements on Ford's fixed charge coverage and capital structure, which was weakened by the addition of sizeable acquisition debt during the past year".

It pointed to the deteriorating economic outlook in North America and the continuation of US price-cutting, likely soft demand in several European markets, and the potential effect of volatile fuel prices.

However, Moody's added that Ford retained substantial financial flexibility in the face of recession and, compared to the 1980-81 downturn, had a lower cost structure, broader product array and improved quality.

Poor figures in finance business hold back Xerox

By Karen Zagor in New York

XEROX, the leading US manufacturer of copying and duplicating equipment, yesterday reported lower third-quarter earnings as poor results from the company's struggling insurance and financial services businesses cut into the strong gains from its document processing group.

Net income for the 1990 quarter fell 15 per cent to \$132m or \$1.16 a primary share from \$155m or \$1.41 a year earlier. Revenues were \$4.5bn, against \$4.4bn a year ago.

The company's problems with its financial services business are well known, and shares in Xerox were unchanged at \$90 1/4 at midday yesterday on the New York Stock Exchange.

For the nine months, Xerox's

income from continuing operations was \$388m or \$3.38 a share on revenues of \$13.3bn, against \$492m or \$4.55 on revenues of \$13bn in the 1989 quarter against \$105m a year ago.

Mr Paul Allaire, Xerox's chief executive who was appointed in August and who is noted for his aggressive cost-cutting policies, said: "We are pleased that the company has been able to sustain profitable growth in its core document processing business despite weakening economic conditions."

However, overall financial results continue to be constrained by weakness in the property and casualty insurance industry and generally adverse financial market forces.

ment, manufacturing, marketing, servicing and financial business products and systems, did better, turning in income of \$131m in the 1989 quarter against \$105m a year ago.

Mr Paul Allaire, Xerox's chief executive who was appointed in August and who is noted for his aggressive cost-cutting policies, said: "We are pleased that the company has been able to sustain profitable growth in its core document processing business despite weakening economic conditions."

Southland allowed to use \$100m debt finance

By Barbara Durr in New York

SOUTHLAND Corporation, owner of 7-Eleven, the world's largest convenience store chain, said the US district court in Dallas where it filed a petition for a Chapter 11 bankruptcy on Wednesday had authorised the immediate use of \$100m of debtor-in-possession (DIP) financing.

The court set a final hearing date of November 14 to decide on Southland's request to use the remainder of a \$400m package of DIP financing that the company arranged in preparation for its bankruptcy filing.

Bankers Trust leads the syndicate of lenders that agreed the DIP facility. DIP financing, common in bankruptcy cases, in essence is an extension or expansion of a company's credit line.

The court also scheduled a hearing on December 14 for confirmation of Southland's "pre-packaged reorganisation" plan, which had been agreed with most of the company's creditors before

the bankruptcy petition. Although the plan is expected to help expedite the bankruptcy proceedings, the company has just three months to consummate its reorganisation before the deadline expires on an agreement with its Japanese partner, Ito-Yokado.

Ito-Yokado, operator of 7-Eleven stores in Japan, has offered to buy 70 per cent of Southland for \$430m in cash, provided the reorganisation plan is in place by March 15.

At a day-long hearing in Dallas, the court, citing the importance of continuing normal operations, gave the company the green light to pay salaries and debts owed to those creditors that restore normal credit terms to the company.

Moody's Investors Service said it had downgraded ratings of Southland's senior debt issued or guaranteed by the company to CA from CAA. The decision affects about \$570m of Southland's \$1.8bn in publicly traded debt.

Whirlpool checked by soft appliance market

By Barbara Durr

WHIRLPOOL Corporation, the world's leading maker of large home appliances, saw its third-quarter earnings held down by the continued softening North American market for its products.

The company's net earnings for the quarter ended September 30 were \$60m or 86 cents a share, compared with \$47m or 68 cents a share for the year-ago period. But the latest result included a \$20m after-tax gain from the sale of assets to a joint venture to manufacture vacuum cleaners with Matsushita Electric Industrial.

This added 33 cents per share. Excluding the sale, third-quarter net earnings were \$40m or 53 cents per share, a drop of 21.2 per cent from last year.

Whirlpool had been increasing its domestic sales and shipments despite a declining market through the second quarter, but growing recession fears over the third quarter

have stemmed consumer purchases.

The company expects 1990 shipments for the US industry as a whole for nine major appliances to end down about 8 per cent from last year, including a fourth-quarter drop of 12 per cent.

Next year, industry prospects are not much brighter, with a decline of about another 5 per cent expected.

However, industry shipments have been less battered by recession concerns in Europe, where they are expected to decline just 1 per cent for the year. Whirlpool's European shipments have shown solid growth in most categories, except microwave ovens.

Whirlpool has also seen some improvement during the past quarter in its Brazilian affiliates, which accounted for 15 cents per share in earnings. The company's shares yesterday fell 1/4 to \$19 1/2 during morning trading on the New York Stock Exchange.

NEW ISSUE

This announcement appears as a matter of record only.

October, 1990

ANA

All Nippon Airways Co., Ltd.

U.S. \$100,000,000

9 1/2 per cent. Notes Due 2000

ISSUE PRICE 102 PER CENT.

Daiwa Europe Limited

LTCB International Limited

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ROYAL TRUST ASSETMIX FUND SICAV

Registered Office:
7th Floor, Centre Mercurio
41, Avenue de la Gare
LUXEMBOURG
R.C. Luxembourg B 28390

NOTICE OF EXTRAORDINARY GENERAL MEETING OF SHAREHOLDERS

An Extraordinary General Meeting of Shareholders of Royal Trust Assetmix Fund SICAV will be held at its registered office, 41, Avenue de la Gare, Luxembourg on Monday November 26, 1990 at 10.00 in the presence of a Notary Public, for the purpose of considering and voting upon the following matters:

- 1) To change the Company's name to "Assetmix".
- 2) Subject to the passing of resolution no.1 to delete article 32 in its entirety and re-number the subsequent articles accordingly.
- 3) To delete article 23 in its entirety and re-number the subsequent articles accordingly.
- 4) Miscellaneous

Shareholder Information
The principal objective of the meeting is to change the name of the Company and the opportunity is also being taken to delete Article 32 which, following the change of name, will become obsolete. In the case of Article 23 this is no longer a requirement following a change in the law. The text of Articles 23 and 32 is set out below for the information of shareholders.

Article 23: there shall be pledged to the Company, on behalf of each director, one share of the capital stock of the Company as a guarantee of the proper performance of his duties to the Company.

Article 32: The Company shall enter into an investment advisory agreement with Royal Trust Assetmix Advisory Company, a company organised and existing in the form of a Société Anonyme under the laws of Luxembourg, which company will advise the Company on and assist it with respect to its portfolio investments. In the event of termination of the said advisory agreement in any manner whatsoever and if requested to do so by Royal Trust Assetmix Advisory Company, the Company will change its name herewith to a name not resembling the one specified in Article 2.

Voting
At a first meeting decisions shall require a quorum of not less than one half of the shares issued and outstanding and a majority of two thirds of the shares present or represented.

Voting Arrangements
In order to vote at the meeting the holders of bearer shares must deposit their shares not later than 29 October 1990, either at the registered office of the Fund, or with any bank or financial institution acceptable to the Fund, and the relative Deposit Receipts (which may be obtained from the registered office of the Fund) must be forwarded to the registered office of the Fund to arrive not later than 29 October 1990. The shares so deposited will remain blocked until the day following the meeting or any adjournment thereof.

The holders of registered shares need not deposit their certificates but can be present in person or represented by a duly appointed proxy.

Shareholders who cannot attend the meeting in person are invited to send a duly completed and signed proxy to the registered office to arrive not later than 29 October 1990. Proxy forms will be sent to registered shareholders with a copy of this Notice and can also be obtained from the registered office.

The Board of Directors

FLEMING JAPAN FUND

NOTICE TO SHAREHOLDERS

At a board meeting of Fleming Japan Fund held in Luxembourg on the 17th October, 1990, the following dividend was declared:

A dividend of Yen 3000 per share at the close of business on the 17th October 1990 is payable on 24th October 1990 to the holders of record at the close of business on the 17th October 1990. The shares will be quoted ex-dividend as from the 18th October 1990 on the Luxembourg Stock Exchange.

Shareholders may elect for their dividends to be paid to their account with Kredietbank Luxembourg and subsequently to be reinvested automatically in the subscription of further shares.

Request for receipt of dividends must be made to the Company or to Kredietbank S.A. Luxembourg in writing, except in the case of registered shareholders and Japanese residents where distribution of dividends is automatic.

Holders of registered shares who do not have an account at the Kredietbank Luxembourg will be paid by cheque to their registered address.

Holders of bearer shares have to send in coupon number 15 to Kredietbank S.A. Luxembourg, 43, boulevard Royal, L-2555 Luxembourg and inform the bank where the amount of the dividend should be transferred to.

The Board of Managing Directors

The Prudential

Insurance Company of America

U.S. \$500,000,000

Collateralized Mortgage Obligations

Series 1986-1

For the period 25th October, 1990 to 26th November, 1990 the Bonds will carry an Interest Rate of 8.575% per annum with an Interest Amount of U.S. \$148.71 per U.S. \$50,000 (the original Principal Amount) Bond, payable on 26th November, 1990. The Principal Amount of the Bonds outstanding is expected to be \$9,019,919,366, the original Principal Amount of the Bonds, or U.S. \$19,309.70 per Bond until the Forty Seventh Payment Date.

Bankers Trust
Company, London

Agent Bank

PHARMACEUTICALS

The Financial Times proposes to publish this survey on:

21st November 1990

For a full editorial synopsis and advertisement details, please contact:

BILL CASTLE
on 071-873 3760

Republic of Portugal

FF 700,000,000 Floating Rate Notes due 1995

(issued on July 24, 1987)

and

FF 700,000,000 Floating Rate Notes due 1995

(second tranche issued on April 26, 1988)

In accordance with the Terms and Conditions of the Notes, notice is hereby given that for the interest period from October 26, 1990 to January 28, 1991, the Notes will carry an interest rate of 10.1375 % per annum. The interest payable on the relevant interest payment date, January 28, 1991, will be FF 254.70 per Note of FF 10,000 nominal and FF 2,547.01 per Note of FF 100,000 nominal.

The Agent Bank



KREDIETBANK
S.A. LUXEMBOURGEOISE

NOTICE OF REDEMPTION

Den Norske Creditbank

U.S. \$75,000,000

12 1/4% Serial A Notes due 1991

NOTICE IS HEREBY GIVEN that pursuant to Condition 4(c) of the terms and conditions of the above-mentioned Notes, that Den Norske Creditbank (the "Bank") has elected to redeem on 28th November, 1990 (the "Redemption Date") all of its outstanding U.S. \$75,000,000 12 1/4% Serial A Notes due 1991 (the "Notes") at a redemption price equal to the principal amount thereof plus interest accrued to the Redemption Date. On and after the Redemption Date, interest on the Notes will cease to accrue.

The Notes should be presented and surrendered to the paying agents as shown on the reverse of the Notes on the Redemption Date with all interest coupons maturing subsequent to said date.

Coupons due on 28th November 1990 should be detached and presented for payment in the usual manner.

26 October, 1990
By Citibank, N.A. (CDS) Dept.
London Principal Paying Agent

CITIBANK

ANHEUSER-BUSCH, the biggest US brewer, yesterday reported a 9.4 per cent increase in profits after tax to \$360.7m in the third quarter of 1990.

The St Louis-based company also said that its market share rose to 43 per cent during the first nine months of the year, a significant advance on the 41.8 per cent figure achieved in the same period a year earlier.

Sales in the third quarter were \$2.89bn against \$2.49bn, with the nine-month figure at \$5.29bn against \$4.98bn.

Anheuser said that the vol-

ume growth in its beer sales was largely due to the introduction of Bud Dry Draft and Busch Light during early 1990, and to the "strong performance" of its light beers.

Campbell Target, the food subsidiary, also reported higher profits. This, said the parent company, was principally due to improved volume and better margins in the bread division and in its international operations.

Meanwhile, Anheuser's can manufacturing subsidiary, Metal Container Corporation,

showed a "strong earnings rebound" from relatively depressed levels in 1989. This was attributed to higher can and lid sales volume and improved operating efficiencies.

The overall third-quarter profit figure was scored after a 10 per cent charge of \$5.5m, compared with \$4.0m in the same period a year earlier.

Earnings per share stood at 91 cents, up from 83 cents, in the July-September period, and at \$2.45 against \$2.23 for the nine months.

Petro-Canada to start sell-off by April

By Nikki Tait in New York

PETRO-CANADA, the national oil company, is ready to take the first step to privatisation by next April, says Mr Bill Hopper, its chairman, writes Robert Gibbins in Montreal.

The company, now reaping gains from higher crude oil prices, plans to issue a prospectus after the release of its

annual report in February. It will then go ahead with a public issue of new shares to raise about \$500m (US\$438m).

Petro-Canada, the country's second-largest integrated oil company, has long-term debt of about \$2.2bn and earned only \$25m in the first half. Proceeds from the new issue will bolster its equity base.

Under the federal government's privatisation legislation, foreign ownership will be limited to 25 per cent and no single holder can hold more than 10 per cent.

The final steps in the privatisation process will see the sale of all Petro-Canada shares to the public.

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U.S. \$30,000,000
Floating Rate Notes Due 2000

Unconditionally and irrevocably guaranteed by
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Interest Rate: 8 1/4% p.a.

Interest Period:
29 October, 1990 to 29 April, 1991

Interest Amount per U.S. \$10,000
Note due 29 April, 1991:
U.S. \$423.40

Interest Amount per U.S. \$100,000
Note due 29 April, 1991:
U.S. \$4,234.03

Agent Bank
Baring Brothers & Co., Limited

Mitsubishi Bank of Australia Limited
A\$40,000,000
Floating Rate Notes due 1992

Notice is hereby given that for the three months interest period from 24th October, 1990 to 24th January, 1991 the Notes will carry an Interest Rate of 12.3475% per annum.

Interest payable on 24th January, 1991 will amount to A\$311.33 per A\$10,000 Note.

The Mitsubishi Bank, Limited
London Branch
Agent Bank

IG TELEPHONE: 071-828 7233

Oct. 2083/2093-31
Dec. 2122/2132-30

WALL STREET
Nov. 2475/2487-24
Dec. 2486/2498-20

5pm Prices. Change from previous 9am close.

HOW WELL DID YOU JUDGE THE MARKET?

INTERNATIONAL CAPITAL MARKETS

Mystery selling pressure dents gilts in last hour

By Deborah Hargreaves in London and Karen Zagor in New York

THE UK market for gilt-edged securities surprised some traders last night as they tried to determine where the selling pressure came from to push prices down by almost half a point in the last hour of trading.

Sterling experienced a stable day in spite of news of an 11 per cent wage settlement at Rover, the car-maker, and the decrease in the amount of money in circulation which was announced yesterday.

In addition, long gilts prices held up fairly well until a bout of selling pushed them down towards the end of the day.

Analysts rationalised the selling, which pushed the benchmark 11½ per cent bond maturing in 2003/07 to 101½ to yield 11.45 per cent, as a delayed reaction to the morning's inflationary news.

The UK market remains dominated by concern about inflation in spite of a speech yesterday by Mr Robin Leigh-Pemberton, governor of the Bank of England, in which he

GOVERNMENT BONDS

said that inflationary pressures in the UK economy are abating.

US TREASURIES moved broadly higher yesterday, with bond prices firming on hopes that a budget package will finally materialise.

In late trading, the Treasury's bellwether 30-year bond was higher at 100½ for a yield of 8.73 per cent. At the short end of the yield curve, maturities were about to intervene.

The Federal Reserve did not intervene in the open market yesterday morning and Fed funds ended the day at 8 per cent. As soon as the budget is approved, the Federal Reserve is expected to ease, lowering its perceived target for the funds from 8 per cent to 7½ per cent.

The bond market was supported by an agreement on the budget between the leaders of the House of Representatives and Congress. However, any package must still be passed by both houses and both parties will suffer if the budget compromise fails, since the market has already built an easing into yields.

The bond market improve-

BENCHMARK GOVERNMENT BONDS

	Coupon	Red Date	Price	Change	Yield	Week ago	Month ago
UK GILTS	13.500	09/92	102.38	-1/32	11.70	11.50	12.57
FRANCE	8.000	03/00	98.09	-7/32	11.42	11.40	11.77
US TREASURY	8.750	08/00	100.25	-5/32	8.82	8.87	9.00
	8.750	08/00	99.31	-10/32	8.75	8.83	8.14
JAPAN	No 119	4/90	84.7595	+0.308	7.74	7.74	8.05
	No 129	4/90	84.0891	+0.308	7.47	7.46	8.18
GERMANY	8.500	08/00	97.0500	+0.140	8.86	8.87	9.10
FRANCE STAN	9.000	11/85	95.8225	+0.114	10.12	10.18	10.52
FRANCE CAT	8.500	08/00	98.8000	+0.170	10.21	10.25	10.68
CANADA	10.500	07/00	96.4000	+0.550	11.11	11.25	11.45
NETHERLANDS	9.000	10/00	96.8100	+0.050	9.17	9.17	9.28
AUSTRALIA	13.000	07/00	98.1241	-0.265	13.34	13.41	13.70

London closing. *denotes New York closing. Prices: US, UK in 32nds, others in decimals.

Technical Data/ATLAS Price Sources

ment came in spite of surging oil prices and the excess supply which weakened Wednesday's market. At the end of the day, the crude oil contract for December was up \$3.17 a barrel at \$34.25.

The Treasury has now rescheduled and revised its sales of short-term and 52-week bills, which were postponed in the absence of a higher debt ceiling.

The department sold \$2.5bn of three-month and six-month bills yesterday, after initially planning to auction \$3.5bn for each issue. The auction produced a net pay-down of \$125m instead of the \$1.85bn in new cash originally planned. The size of today's 52-week bill auction has been cut to \$10m from \$10.75bn.

It is believed the Treasury will auction its two-year issues on Tuesday.

Yesterday the Labor Department said that initial claims for state unemployment insurance rose 26,000 in the week ended October 13 to 421,000. The sharp jump in jobs claims prompted speculation that the unemployment rate will rise when the data comes out early next month.

IN GERMANY, the market continued to trade in a tight range, although some dealers are reported to be trying to talk up prices.

Dealers report little chance of the yield on 10-year bonds breaking below 8.9 per cent or above 9 per cent unless something dramatic happens in the next few days.

The German market is currently being pulled in opposite directions. While there is some optimism about a lower oil

IFC sets up \$126m loan to Mexican glass-maker

By Deborah Hargreaves

THE International Finance Corporation, a public sector affiliate of the World Bank, has announced the largest project finance loan for a Mexican company since the start of the country's debt crisis in 1986.

The \$126m loan for Vitro Fintado, a flat glass-maker in Monterrey, could open the door for other Mexican companies to secure bank funding for new projects.

The loan has been made under the auspices of the IFC, which does not provide a guarantee to participating commercial banks but whose loans have so far proved immune from rescheduling. Commercial banks have put up \$101m of the funds for the Vitro project while the IFC has provided \$25m.

The financing will provide the funds for expanding a flat glass plant which will take the company's glass output to 187,000 tonnes a year at a total cost of \$170m.

The loan runs over seven years for the commercial banks involved in the deal, which are from continental Europe - while the IFC's portion has a 10-year maturity. The loan will pay an interest rate of 1½ per cent over the London interbank offered rate.

The IFC says it has noticed a growing interest among commercial banks in lending to Mexican companies since Mexico agreed to restructure its debt as part of the Brady Plan earlier this year. At the same time, a lot of Mexican companies are interested in securing long-term bank loans. Banks are looking for economically viable projects, particularly those with export potential.

Singapore Petroleum well received

By Joyce Quek in Singapore

SINGAPORE Petroleum Company (SPC), the first Singapore company to seek a listing since the Gulf crisis erupted, had a better-than-expected debut yesterday. Supermarket group Provisions Suppliers Corporation (PSC) also performed well on a stock market where prices closed mixed after selective buying alternated with profit-taking.

SPC was saved at the last minute from being under-subscribed by the Kuwait Investment Office (KIO), which applied for all its 80m shares. The shares started at \$31.31 and, in hectic trading, was chased to \$2.00 before closing at \$31.55, 30 cents above its \$31.25 issue price.

Dealers said the share, which was the day's most active stock with 8.6m shares traded, was supported by institutions.

PSC, meanwhile, was the third most active share with 2.86m shares transacted. It opened at 70 cents and peaked at 80 cents before closing at 71 cents, 11 cents above its offer price.

The issues were not expected to fare well because of the weak market, which has lost a quarter of its value since the Gulf crisis broke.

The government-linked SPC counts DBS Bank, Natsteel, Oceanic Petroleum (Asia), KIO, and C. Itoh, the Japanese trading giant, as its main shareholders. It is Singapore's only homegrown oil giant, with nine companies engaged in oil refining, marketing and distribution; trading of crude and petroleum products; third party processing; and tanker transportation.

PSC's offer of 20.9m 25-cent shares was 2.3 times subscribed. It operates a chain of mini-supermarkets and is rated a solid stock with a steady stream of earnings.

NMB Bank to open in Poland

NMB Bank, part of the Dutch NMB Post Bank Group, has been granted a licence to open a commercial office in Poland, writes Christopher Bobinski.

The bank is expecting its office to become operational by the end of this year and will offer international and local services. It hopes to concentrate on trade and corporate finance; leasing and underwriting; and acquisitions and mergers.

NMB, which already has offices in Berlin and Vienna, also has a consulting company as a joint venture with the Bank Handlowy, Poland's largest foreign trade bank.

American Express recently received a licence to operate in Poland and Credit Anstalt of Austria is planning to open a branch in Poland.

NEW ISSUE

25th October, 1990

This announcement appears as a matter of record only.

BANDO

BANDO CHEMICAL INDUSTRIES, LTD.

U.S.\$100,000,000

5 per cent. Guaranteed Bonds due 1994

with

Warrants

to subscribe for shares of common stock of Bando Chemical Industries, Ltd.

The Bonds will be unconditionally and irrevocably guaranteed by

The Industrial Bank of Japan, Limited

ISSUE PRICE 100 PER CENT.

Nomura International

IRJ International Limited
The Nikko Securities Co., (Europe) Ltd.
Mitsubishi Finance International plc
Banque Bruxelles Lambert S.A.
Baring Brothers & Co., Limited
Kleinwort Benson Limited
Merrill Lynch International Limited
New Japan Securities Europe Limited
Sanwa International plc
Swiss Volksbank
Wako International (Europe) Limited

Yamaichi International (Europe) Limited

Mitsui Taiyo Kobe International Limited
Deutsche Bank Capital Markets Limited
Julius Baer International Limited
Barclays de Zoete Wedd Limited
Daiwa Europe Limited
KOKUSAI Europe Limited
Morgan Stanley International
Salomon Brothers International Limited
The Shinyei Ishino Securities Company Limited
Toyo Trust International Limited
S.G. Warburg Securities

NEW ISSUE

This announcement appears as a matter of record only.

October, 1990



NETUREN CO., LTD.

U.S.\$50,000,000

5½ per cent. Guaranteed Bonds 1994

with

Warrants

to subscribe for shares of common stock of Neturen Co., Ltd.

Payments of principal of and interest on the Bonds being unconditionally and irrevocably guaranteed by

THE LONG-TERM CREDIT BANK OF JAPAN, LIMITED

ISSUE PRICE 100 PER CENT.

Daiwa Europe Limited

LTCB International Limited

Goldman Sachs International Limited

Dai-ichi Europe Limited

Mitsubishi Finance International plc

Banque Indosuez

Barclays de Zoete Wedd Limited

Baring Brothers & Co., Limited

Dresdner Bank

Robert Fleming & Co. Limited

Morgan Stanley International

UBS Phillips & Drew Securities Limited

Cosmo Securities (Europe) Limited

Ryoko Securities International Limited

FT/IBD INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market.

Closing prices on October 25

U.S. DOLLAR STRAIGHTS									
Issue	Face	Yield	Price	Change	Yield	Week ago	Month ago	Year ago	Price
ALBERTA NATIONAL 1978 1/2	100	8%	101.15	+0.15	8.50	101.15	101.15	101.15	101.15
ALBERTA NATIONAL 1980 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
ALBERTA NATIONAL 1982 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 1980 1/2	100	9%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 1982 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 1984 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 1986 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 1988 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 1990 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 1992 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 1994 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 1996 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 1998 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2000 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2002 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2004 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2006 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2008 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2010 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2012 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2014 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2016 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2018 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2020 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2022 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2024 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2026 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2028 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2030 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2032 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2034 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2036 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2038 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2040 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2042 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2044 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2046 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2048 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2050 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2052 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2054 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2056 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2058 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2060 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2062 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2064 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2066 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2068 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2070 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2072 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2074 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2076 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2078 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2080 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2082 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2084 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2086 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2088 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2090 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2092 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2094 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2096 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2098 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2100 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2102 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2104 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2106 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2108 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2110 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2112 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2114 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2116 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2118 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2120 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2122 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2124 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2126 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2128 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2130 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2132 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2134 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2136 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2138 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2140 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2142 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2144 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2146 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2148 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2150 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2152 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2154 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2156 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2158 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2160 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2162 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2164 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2166 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2168 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2170 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2172 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2174 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2176 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2178 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2180 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2182 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2184 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2186 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2188 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2190 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2192 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15	101.15	101.15
BANK OF MONTREAL 2194 1/2	100	10%	101.15	+0.15	9.00	101.15	101.15</		

Yen deals take advantage of rare swap opportunities

names remains undiminished, despite universal worries about corporate credit quality. For example, on Wednesday, Moody's Investors Service downgraded Ford Motor's 'long-term credit rating.

The 8 per cent coupon is identical to the Y30bn two-year deal launched by Finnish Export Credit last week. How-

Two tailored deep-discount issues in Australian dollars were aimed at Far Eastern institutional investors. The deep discount allows the investors to exchange new paper for

Today, J. P. Morgan is expected to bring a seven-year \$250m deal for Japan Development Bank.

Once passed, the regulations will open up to UK participants a market that has grown into

bonds, certificates of deposit, or another low-risk investment. The remaining 10 per cent is used to play the futures

The SIB is trying to prompt

ated offshore in the past few months with a view to becoming legalised in the UK once the rules are passed.

prize for his work on corporate finance, particularly the 1958 Modigliani-Miller Theorem, which showed that a company's market value and cost of raising capital was indepen-

His view that futures markets operate much like any corporation, with concerns about competition, products and profits, put new light on what many had considered simply func-

to retire and may find himself a key player in paving the way to a historic realignment of Chicago's markets. That could be his next prize.

PowerGen, the other UK generator to be privatised next year, has awarded the mandate for its £1bn loan to Samuel Montagu and S.G.Warburg.

in June, declined to give 1989 nine-month figures, but said gross profits in all of last year amounted to Rp21.63bn.

The scandal at Bank Duta, which has since replaced its

injected the equivalent of \$419.64m in fresh funds. Bank Duta is more than 70 per cent owned by foundations which are chaired by President Suharto.

[illegible]

● For settlement Feb. 4 Tulow Res., Tuskar Res. Puts:
For rate indications see end of Grant Walker, Seacchi & Satchi.

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UK COMPANY NEWS — POLLY PECK COLLAPSE

Difficulties in spotting investments in Turkey and northern Cyprus • Possible break-up values of divisions • Individual shareholder anger

Trouble looms in identifying cash resources

By David Barchard

PROBABLY THE most daunting task awaiting the three administrators of Polly Peck International lies in identifying the cash resources in the group's Turkish and Turkish Cypriot operations and if possible releasing them to pay creditors of the group in the rest of the world.

The problem is complicated by three things:

● Polly Peck has virtually no difficulties with its six banking partners in Turkey and its Turkish operations appear to be insulated from the financial crisis in the rest of the group. There seem to be no Turkish voices among the group of 60 creditor banks in London.

● Though Polly Peck's Middle Eastern and Near Eastern subsidiaries, which are assumed to mean its operations in Turkey and northern Cyprus, contributed \$107m to group profits last year, virtually nothing is known about them.

The main cash generator for the group, Meyza, a citrus exporter based in Mersin, refused to disclose information to auditors from Coopers & Lybrand Deloitte last week. A court injunction in northern Cyprus looks set to impose a ban on all disclosure of information on the group's companies, at least until November 26 when a further court hearing is due.

● Mr Asil Nadir, in an emotional video-recorded note to his Turkish employees in Istanbul yesterday, apparently pledged himself to resist all future attempts to transfer resources from the Turkish companies.

The first step for the administrators will be to get their

qualifications recognised by the Turkish authorities. This will probably mean applying to a Turkish Commercial Court. There are 21 main Polly Peck subsidiaries in Turkey (to be carefully distinguished from the businesses privately owned by Mr Nadir himself) and the process may have to be repeated in each case.

The attitude of the Turkish authorities will be crucial in ensuring whether or not this process can be achieved swiftly.

When the government is eager for a quick result in Turkey, it can usually be attained. Left to themselves, bureaucratic processes can prove almost infinitely slow even when there is no desire for positive obstruction.

Yesterday there was an almost thunderous silence in Ankara as the authorities tried to digest the consequences of Wednesday's decision to put Polly Peck into administration.

The development taken by itself is not wholly unfamiliar locally: over the last decade a number of large corporate groups have gone into liquidation.

Others have been discreetly rescued behind the scenes, often by the intervention of the state bank something which — perhaps because of the glare of international publicity — was not openly noted for Polly Peck.

In general, the Turkish authorities have always tried to prevent even obsolescent factory plant being closed down, and if a plausible purchaser emerges who is capable of taking on operations such as



Asil Nadir (left), who will resist attempts to transfer resources from the Turkish companies, and Rauf Denktaş, wary of the foreign hands Polly Peck investments might fall into

Vestel, the group's consumer electronics division, and running them effectively the government will be delighted.

President Turgut Ozal has some experience of finding suitable international partners, usually from western Europe, for such ventures.

Other Polly Peck operations, such as the Turkish franchise for Pizza Hut, or the new Sheraton Voyager Hotel in Antalya (reputed to be suffering severe cash flow problems of its own), will probably not have much difficulty in finding a buyer.

When it comes to northern

Cyprus, the picture is likely to be very different. Though similar legal formalities in commercial courts will apply, the going will almost certainly be very much harder. Because of the contest with the Greek Cypriots in the south of the island, President Denktaş and his government in the self-proclaimed Turkish Republic of northern Cyprus cannot afford to let the Polly Peck investments pass into foreign hands unless they are very sure of whom they are dealing with.

Mr Nadir has managed to project his industrial empire at least to the Turkish Cypriot political establishment, as something of a national cause. It may also be surmised that any dirty linen the group has is probably to be discovered in Cyprus.

A wearying and time-consuming task may lie ahead for the administrators in northern Cyprus. Just possibly an outright confrontation may emerge. The Turkish Cypriot state is recognised by no one except Turkey and as a result can afford to be less co-operative in its attitude.

There are rival assets on the market. Dole Food of the US, the world's largest trader and marketer of fresh fruit and vegetables, is already looking for a buyer. Its parent, Castle & Cooke of Los Angeles, put Dole up for sale in February 1989. If the Monte had to be sold quickly, few analysts think it would fetch much more than \$400m, and some

are prepared to talk of \$300m. The US and European food distributors could fetch another \$70m.

● The easiest operations to sell would be the larger electronics companies. Vestel Elektronik, 82 per cent owned by Polly Peck, made pre-tax profits of \$7m last year, and \$18.5m in the first half of this. Exports are making up the bulk of the growth and should attract the interest of foreign companies.

Analysts say that Thomson Consumer Electronics of France is a possible buyer.

Thomson subsidiary Videocolor entered into a joint venture with Polly Peck in March for the erection of a colour television tube factory near Istanbul. Analysts are putting Vestel's likely value at about \$200m.

● Polly Peck's 72 per cent stake in Sansui of Japan is thought to be worth another \$200m. This estimate is after Sansui shares fell by Y100 to Y475 on the Tokyo Stock Exchange yesterday on the news that Polly Peck was seeking administrators.

London analysts are impressed by the fact that Japanese companies command high multiples, and say that the injection into the company of Capetronic and Imperial have taken the company into profit this year.

● The 400-room luxury Sheraton Voyager hotel in the Turkish Mediterranean resort of Antalya cost more than \$50m to build. Analysts suggest it may fetch between \$30m and \$35m.

● Valuations of Cypriot hotels are dogged by political uncertainty and the difficulties of repatriating payment. For the same reasons, some analysts leave the huge Turkish/northern Cyprus fruit businesses out of their valuations entirely. These assets' value had been estimated at up to \$500m.

● A few million pounds may be raised from the sale of the loss-making Russell Hobbs Tower electrical hardware brand and the Pizza Hut franchise in Turkey.

● Most of the \$200m-plus difference between the company's gross debt of about \$1.3bn and the net debt figure is cash deposits with banks in northern Cyprus.

In the words of one analyst: "The northern Cyprus banking system is not the most liquid in the world." If the administrators do manage to recover these deposits, the process is likely to take months rather than days.

At worst, therefore, the total value of the assets is estimated at about \$750m, which would leave shareholders, and not a few creditors, out of pocket.

In the best case — now rather less likely than a month ago — the estimated value of the assets remains about \$1.7bn. Analysts insist that their estimates are largely based on flexible multiples of unverifiable profits estimates. And any price, they point out, is only what a buyer is prepared to pay.

Polly Peck is not in liquidation, however, so sales are not inevitable. If anything goes, however, the City consensus is that it is likely to be Del Monte Fresh Fruit, Vestel or Sansui.

Worst estimates for assets sale fall below £1bn

By Daniel Green

FOUR WEEKS ago, City analysts put a break-up value of \$1.7bn on Polly Peck, compared with net debt of about £1.1bn. But since then the climate for selling businesses has become distinctly chillier.

The lack of buyers for large companies has forced the City's worst-case estimates of how much money could be raised by a fire sale of assets to well below the £1bn mark.

Analysts say that shareholders' hopes of salvaging cash from the wreckage of their investment lies in the Turkish and northern Cypriot fruit businesses. Many of them have suggested it may not be possible to repatriate cash from their sale. A month ago, estimates of their value was about \$200m.

Although other operations may be easier to sell, their estimated values have fallen over recent months.

● One victim has been Del Monte Fresh Fruit which Polly Peck bought for \$675m in September 1989 from RJR Nabisco, the US tobacco and food group. At the time the sterling price was \$567m, but with the now weaker dollar, that equates to \$447m.

There are rival assets on the market. Dole Food of the US, the world's largest trader and marketer of fresh fruit and vegetables, is already looking for a buyer. Its parent, Castle & Cooke of Los Angeles, put Dole up for sale in February 1989. If the Monte had to be sold quickly, few analysts think it would fetch much more than \$400m, and some

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WHENEVER THE economy enters a recession, the insolvency barons come into their own. Polly Peck's three administrators, Mr Michael Jordan, Mr Richard Stone and Mr Christopher Morris, are already prominent, writes Emma Tucker.

Mr Morris, 48, described by one colleague as "a cool customer" and by a newspaper profile as "slightly foppish", is head of insolvency at Touche Ross. He is best known for his work on Laker Airways, where he was liquidator in 1982.

He pursued Laker's airline rivals, arguing that their behaviour had forced Laker out of business. Following out-of-court settlements, he was able to find enough money to pay back each of Laker's 14,500 ticket holders, nearly all of the creditors and — according to a Touche Ross colleague — even had some left for Freddy Laker, head of the airline.

Mr Morris became a liquidator after qualifying as a chartered accountant in 1967. Other liquidations to his credit include IOS and Banco Ambrosiano. This year Mr Morris has tackled Rush & Tompkins as joint receiver of the failed development group.

His sense of humour, say his rivals, verges on the rumbustious. Mr Jordan has, according to Mr Nigel Hamilton of Ernst & Young, a more sardonic wit.

Mr Jordan, 58, is the chairman and senior partner of the company.

There were no trading relations between them and Sansui was now, because of the injection of Capetronic and Imperial, on the way to becoming profitable after four years of losses. It was able to look after its own capital needs.

Moreover, the companies had independent marketing channels. Imperial's main markets were in Italy and Germany while Capetronic's were in the US and western Europe.

The only concern, Mr Enomoto said, was whether the bankruptcy would have any impact on the confidence of the technical and marketing communities on which Sansui depends.

He also doubted that the shares would fall their full limit again today. Approximately 470,000 shares traded hands yesterday before the limit was reached, but at that point sell orders for only 10,000 more were outstanding.

Mr Jordan said after the hearing that the order had removed the uncertainty. "We now have time to sort out the company and group problems and assess the position worldwide and look how best we can make sure it survives."

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Insolvency barons enter the fray

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Cork Gully, the insolvency arm of Coopers & Lybrand Deloitte. He has recently taken over from Sir Kenneth Cork as senior statesman of the insolvency profession.

His track record includes Barlow Clowes, where he was joint liquidator, the Isle of Man Savings and Investment Bank, Lazard, Acrow, and Norton Villiers Triumph.

He started practice as an accountant in Cardiff but moved to London to head an insolvency firm that eventually merged with Cork Gully.

A few eyebrows were raised over the appointment of the third administrator, Mr Stone, who as one rival put it "has been out of the insolvency world for a while."

Mr Stone generates few anecdotes — Mr Hamilton describes him as "serious and rather good at his job." At 47, he is head of corporate finance at Coopers & Lybrand.

Mr Stone qualified with Cork Gully in 1988, but left almost immediately to join Outwich, a South African investment bank. In 1974 he returned to Cork Gully and became a partner in Coopers & Lybrand when the two merged in 1980.

Like Mr Jordan, he played a leading role in the winding up of Norton Villiers Triumph, the motorcycle manufacturer.

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Labour makes a fresh plea for full inquiry

By Philip Stephens, Political Editor

THE LABOUR Party renewed its call yesterday for a full investigation into the collapse of Polly Peck as some Conservative MPs voiced concern that the losses faced by shareholders might rebound on the Government.

Mr Gordon Brown, Labour's shadow trade and industry spokesman, said that the Department of Trade and Industry should launch a full inquiry into the events leading up to this week's administration order.

The DTI has so far resisted any such inquiry, arguing that the matter was in the hands of the Serious Fraud Office, but Mr Brown said that the affair raised much wider implications than those being looked at by the SFO.

He said that it had had significant implications for the regulatory framework for the City and for the relationships between shareholders and the boards of public companies.

His comments came amid fears being voiced by some Conservative MPs that the losses faced by individual shareholders in Polly Peck could eventually have an impact on the Government.

There was little evidence of immediate political fall-out yesterday, with ministers taking a low-key approach to the affair.

Some Labour MPs were also acknowledged privately that as the administration order had not resulted in immediate large-scale redundancies in Britain, the political sting had gone out of the affair.

But with the collapse of the investment company Barlow Clowes still relatively fresh in political memories, some Conservatives were privately voicing concern about the implications for the Government.

One senior MP commented: "I do not know whether the authorities or the DTI should have acted earlier, but we need to be sure early on that the blame is not going to fall on us further down the road."

Mr Anthony Bevan-Dark, the Conservative MP for Selby, echoed Labour's call for a full investigation by saying that DTI inspectors should be sent in to Polly Peck to ascertain exactly what had happened.

Others acknowledged that the affair would lend strength to Labour's persistent claim that the Government had taken a lax approach to City regulation. Mr Brown has called for the existing self-regulatory system in financial markets to be replaced by a US-style SEC with statutory backing.

Small shareholders express frustration

By Andrew Jack

WHETHER THEY bought into Polly Peck early or late in its spectacular decade-long performance, individual shareholders were last night expressing frustration and anger at events over the past few weeks that have wiped out their investment.

"I'm quite infuriated by what has happened," said Mr Richard Kite, a pensioner who holds about 3,500 Polly Peck shares. "I have been deeply concerned for weeks now. It appears the small shareholders are pawns in the system."

"But this was a first class investment that crashed," he said. "The potential looked very good when I bought them in May. I paid a reasonably high price and sold very good shares to buy these."

Only 8 per cent of the company's shareholders were individuals, according to the company's 1989 annual report. But they ran the gamut from English pensioners to people close to President Turgut Ozal of Turkey.

The company's collapse has stung rich investors as well as poor. "I have seen the company rise over the 1980s to enter the Footsie index, and collapse with even more rapidity than it rose," said Mr Brian

Beazer, the wealthy chairman of Beazer, the building and development company. He was "obviously deeply disappointed," but had left his investment decisions to his advisers.

"I feel so sad about the whole business," said one pensioner, over half of whose portfolio was in Polly Peck. "I held the investment for so long. I kept the faith and never traded. I was interested in a rags to riches story. I am still hoping that they can salvage something."

"I don't play the market, and I realise that investments can go down as well as up," she added. "But the change was so dramatic. I truthfully didn't think this would happen."

She said she still had faith in Mr Asil Nadir. "He seems a very nice man, and I admire the fact that he is a workaholic. But I feel very disappointed with the non-executive directors," she said. "They are the guardians of the shareholder, yet we haven't had any communication with them at all."

One city financier who sounded very tired and confused by the Polly Peck fiasco added: "I bought the shares some years

ago, knowing they were risky. I really don't know what's going on. I still think in a year's time the cash flow will probably cover its loans. It's all extraordinarily messy. Reports and accounts should carry health warnings on them."

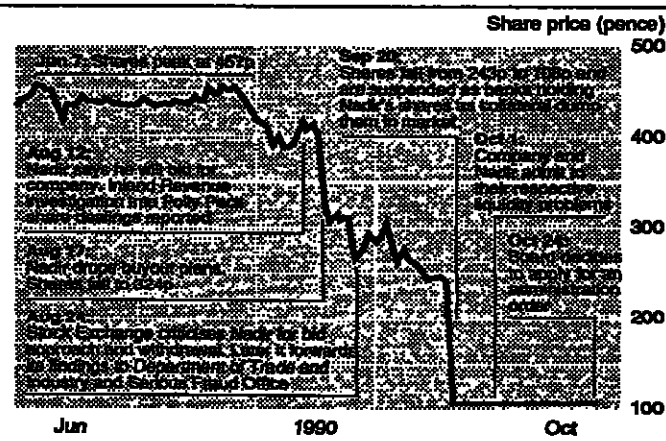
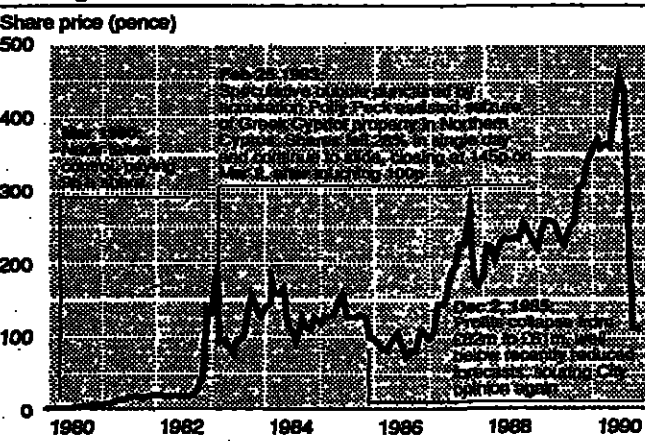
"I don't mind losing money on the stock market," said Mr Kite. "The big institutions can take the loss on the chin, but I am retired and can't afford it. I believe the board has not been open. There has been no communication with shareholders."

"I feel so isolated," said Ms Violet Goff, who, as a member of a local investor club, bought shares in Wearwell, which reversed into Polly Peck in 1990. She has spent some £4,000.

"Nobody tells us anything," she said. "The shareholders lent money to the company, so we should have some say. Some should encourage a meeting of shareholders to take place. We are the ones who are the real losers."

"Suddenly you find yourself absolutely isolated," she added. "You can't talk to your ordinary friends; they can't understand and do not even sympathise."

Polly Peck - Shareholders' wild ride



'Achievable survival' behind court order

By Raymond Hughes, Law Courts Correspondent

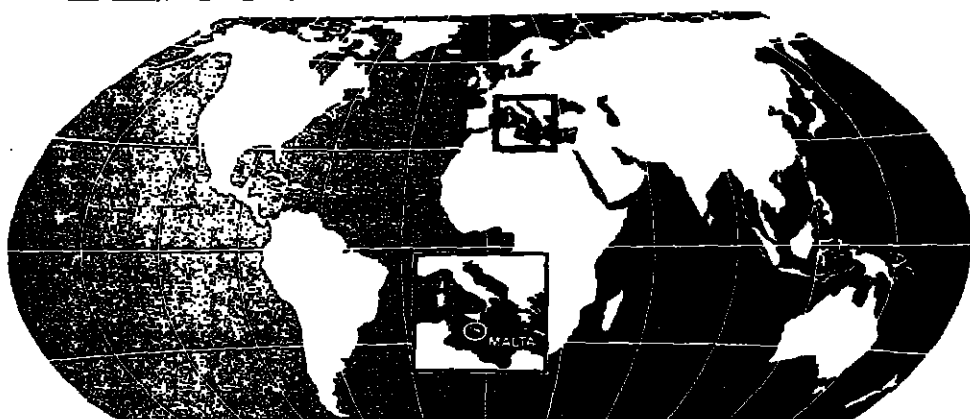
A HIGH court judge yesterday made an administration order against Polly Peck International after being told that it was the company's best hope of survival.

The order had been sought by the company's directors, backed by a large body of creditors. Their barrister told the court they believed that "survival is achievable".

Three highly experienced insolvency accountants were appointed to take charge of the company. They were Mr Michael Jordan and Mr Richard Stone

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N Brown rises to £5.5m and aims to cut gearing

By Andrew Hill

N BROWN GROUP, the mail order company, pushed up profits by 6 per cent in the first half of 1990-91 in a difficult economic climate.

Pre-tax profits rose from £5.19m to £5.51m in the 26 weeks to September 1, but home shopping operating profits increased by 12.5 per cent to £3.03m (£2.74m).

However, overall net profits were held back by the financial and property division. Operating profits from the chartered surveying and fund management subsidiaries came down from £630,000 to £356,000 in the first half, but that marked a recovery from the second half of last year when it lost roughly the same amount.

Group turnover rose from £56.72m to £63.1m and earnings by 9 per cent to 6.23p (5.7p). An increased interim dividend of 1.65p (1.575p) is declared.

Brown also announced that it was aiming to reduce borrowings and encourage employee loyalty by forming an employee share ownership trust. The trust would sub-

scribe for 4.25m new ordinary shares - about 6.6 per cent of the enlarged capital - at market value.

At yesterday's closing share price of 165p, up 5p, that would raise nearly £7m, reducing gearing from 144 per cent at the year-end in March to about 100 per cent.

The company is owed about £55m by customers - compared with borrowings of some £50m - but Mr Jim Martin, managing director, pointed out yesterday that this was spread between 750,000 clients, owing an average of 65p each.

Brown specialises in catalogues aimed at women aged over 50. But it has recently expanded its range with a catalogue, called Candid, for women in their 40s - a growing market.

Mr Martin said the launch of the catalogue had little or no adverse impact on the pre-tax profit line. He added yesterday: "We are entering a more competitive market, but by grafting new catalogues on to an existing infrastructure."



Jim Martin, managing director (left) and Alan White (finance director). Taking company into a more competitive area by grafting catalogues onto infrastructure

Sir David Alliance, Brown's chairman, and his family, control about 60 per cent of the company.

COMMENT

Brown's time may be about to come. Baby-boomers are growing older and by launching the Candid catalogue the group hopes to recruit them early. It claims the risk is minimal, and

at the same time it can look for small acquisitions among its ailing competitors - waiting until the receivers are called in and simply adding client lists to its own all-important database.

Financial and property acquisitions in 1986 and 1987 were undoubtedly ill-judged. But if Brown has taken the right cost-cutting measures the

division can probably be ignored until the market perks up, and then sold.

The company is set to open a centralised warehouse near Manchester in 1991, and although there are still exceptional costs to bear, Brown could make about £14m this year, putting the shares on a solid prospective p/e of about 10.5.

NEWS DIGEST

Benson falls into £3.7m loss

PRE-TAX LOSSES of £3.74m compared with profits of £500,000 were announced by Benson Group for the year to May 31.

Mr JR Phillips, who became chairman in May, said that during the last six months significant changes had been implemented as a result.

The bulk of the loss arose in the agricultural division, he said, where costs ran out of control against a background of poor sales. The agricultural manufacturing activity will be closed.

The heating division suffered from another mild winter. Although the loss-making Reeves Industrial Furnaces was sold during the year it was too late to affect the results

materially in the engineering division in a positive way.

Turnover fell to £12.08m (£15.39m) and gross profits were £1.78m (£3.75m). The taxable loss came after distribution and administrative costs of £3.49m (£2.86m).

Losses per share worked through at 11.01p (2.74p earnings) and there is no dividend proposed (0.7p).

41% drop to £1m at Airflow Streamlines

Taxable profits at Airflow Streamlines, the cab manufacturer and motor dealer, tumbled by 41 per cent from £1.72m to £1.01m in the six months to August 31.

The company said that in the manufacturing division demand for cab assemblies had fallen and costs had risen. These factors had adversely affected the production division and Whiteleys. Other divisions had performed satisfactorily.

Turnover slipped from £35.35m to £33.1m and earnings were down at 7.38p (12.74p) per share. The interim dividend is maintained at 2p.

Acquisitions help UDO advance 32%

Continued growth through acquisition helped UDO Holdings, the Slough-based drawing office equipment and reprographic services group, lift profits 32 per cent in the year to July 31.

Included in the £10.36m (£7.96m) taxable result was a £565,000 exceptional credit - the gain on the sale of part of the freehold site at Colindale. Mr Mike Wright, chairman, said margins had improved, reporting and management systems were very efficient and the group had a strong balance sheet with substantial cash.

Turnover rose only slightly, to £62.7m (£61.05m). Mr Wright said this reflected the policy to reduce sales abroad where margins were unacceptable and the expiration of the remaining fixed-price contracts to which the group, through its acquisitions, had been committed.

A recommended final dividend of 3.24p makes a 4.59p (3.4p) total. Earnings per share improved from 18.2p to 23.4p.

Chelsea Artisans returns to black

Chelsea Artisans, the Third Market-traded maker of mirror, marble and glass cladding products, returned to the black in the first half of 1990.

Pre-tax profits of £40,000, compared with losses of

£395,000 in the corresponding period and a deficit of £61,000 in the year to December 31 1989.

The outcome was struck on turnover up 69 per cent to £1.89m (£1.12m) and after capitalising £447,000 of development expenditure on the chromatics process.

Earnings per share worked through at 1.5p (losses 20.1p).

Pegasus loses altitude

Increased spending on research and development reduced taxable profits at Pegasus Group, the USM-quoted computing services company, in the year to July 31. The outcome of £2.55m compared with £3.08m last time.

Directors decided to raise R&D spending by £520,000 to £1.33m to increase market share by benefiting from the diminishing competition. To reflect confidence an increased final dividend of 8.6p is proposed, for a total of 12.1p (11.2p).

Group turnover for the 12 months rose to £13.04m (£10.87m). Mr Derek Moon, chief executive, said that annual growth in revenue from software was only 4 per cent at the year end. Increased marketing activity intended to deal with this included the launch of new and updated products. At the year-end, the distribution division of Sphinx, the Unix acquisition which lost £277,000 in the first half, was disposed of.

Mr Moon said cash balances had risen by £800,000 since the year end and now stood at £3m. Earnings per share came

through at 30.4p (36.7p).

Ramar Textiles recovers to £1.12m

Ramar Textiles recovered from its midway losses of £282,000 to report taxable profits of £1.12m for the 13 months to June 28.

However, directors said that in view of continuing high interest rates and uncertain trading conditions in the retail sector, they had decided to cut the dividend by 0.75p to 1p.

The 34 per cent profits advance from £537,000 previously was achieved on turnover little changed at £25.92m (£24.68m). Exceptional income of £461,000 represented settlement of the claim in respect of the factory fire in 1986. This offset sharply higher interest charges of £1.13m (£764,000).

Mr Colin Radin, chairman, said manufacturing activities in China had produced some 24m of turnover of high quality silk garments in the period. In the current year sales in the region of 28m are expected from China.

Petrocon gains 51% to £769,000

Petrocon Group, the engineering and survey company, raised taxable profits by 50 per cent from £511,000 to £769,000 for the six months to June 30.

Turnover was up 25 per cent at £5.7m (£4.56m). An extraordinary charge of £248,000 related to investigations into potential acquisitions and the closure of the fittings business in Leeds. Tax took £269,000 (£179,000). The businesses of Gorseline

and Clyde Surveys have been integrated into the surveying and cartographic division. The engineering and distribution division had also been expanded with acquisitions of Doows Engineering and May and D&S Pipelines in August.

Earnings per share increased to 2.31p (1.85p) and the interim dividend is raised 25 per cent to 0.625p (0.5p).

Overseas Investment Trust nav dives

Net asset value of Overseas Investment Trust stood at 212.7p at September 30 1990, compared with 312.4p a year earlier.

Net revenue worked through at £1.23m (£1.15m) for earnings per share of 3.23p (3.06p). An increased final dividend of 1.55p (1.45p) is proposed, making a total of 3.4p (3.15p).

Gross revenue was little changed at £2.62m (£2.65m). Interest took £182,000 (£383,000) and administrative costs £574,000 (£495,000). Tax was £639,000 (£821,000).

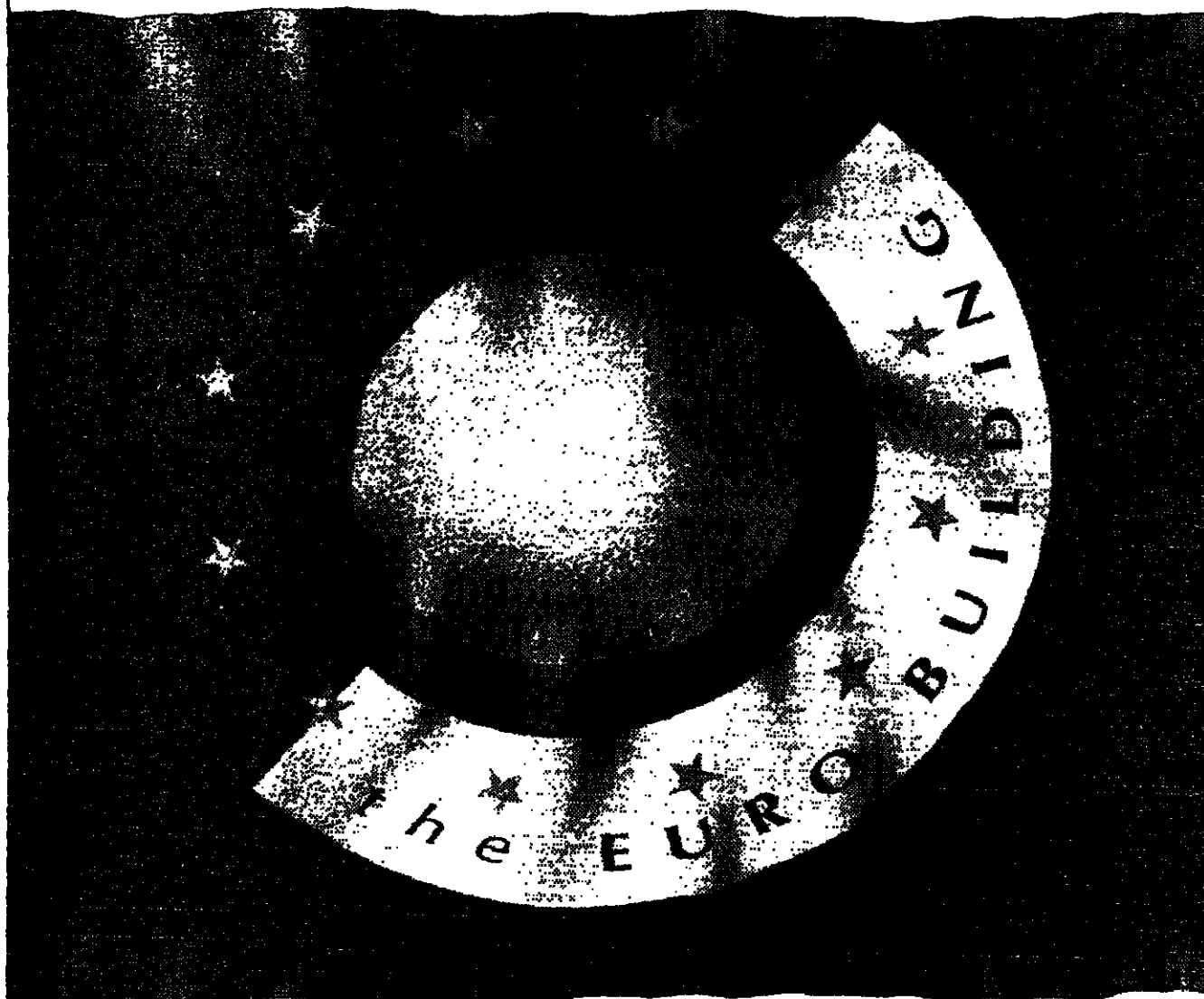
Nav down 20% at Scottish Mortgage

Net asset value of The Scottish Mortgage & Trust stood at 184.4p as at September 30 1990 - a decline of some 20 per cent on the comparable 165.7p of September 1989 and of 18 per cent on the 183.8p at March 31 this year.

Earnings per share emerged at 2.2p (2.16p) for the six months to end-September, on net revenue ahead from £7.79m to £8m. The interim dividend is raised by 0.15p to 1.25p.

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October 25, 1990

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Interest on the above issues payable at maturity

7.70% \$485,000,000
CUSIP NO. 313311 XU 1 DUE NOVEMBER 1, 1991

Interest on the above issue payable May 1, 1991, and at maturity

Dated November 1, 1990 Price 100%

The Bonds are the joint and several obligations of the Banks of the Farm Credit System and are issued under the authority of the Farm Credit Act of 1971. The Bonds are not obligations of and are not guaranteed by the United States Government.

Bonds are Available in Book-Entry Form Only.

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90 William Street, New York, N.Y. 10038
(212) 908-9400



This announcement appears as a matter of record only.

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Scheme of Amalgamation
MIM Britannia International Recovery Trust with
MIM Britannia International Growth Trust



As a result of the passing of an Extraordinary Resolution by the unitholders of MIM Britannia International Recovery Trust, the scheme became effective on 16th October 1990. The terms of exchange of units are as follows:
1 Unit of MIM Britannia International Recovery Trust = 0.69963 "F" Units MIM Britannia International Growth Trust.
Replacement certificates will be despatched not later than 15th December 1990.
MIM Britannia Unit Trust Managers Limited is a member of UBS/LLP/TWO and the FTA.

UK COMPANY NEWS

Mackenzie quits as finance director of Storehouse

By Maggie Urry

STOREHOUSE, the retail group, has announced that Mr Bob Mackenzie, its finance director, has left the company with immediate effect.

The announcement is particularly embarrassing for Storehouse, since Mr Mackenzie was appointed only a year ago. The shares dropped sharply on the news, though recovering to close only 7p lower at 125p.

The bluntness of Storehouse's statement, without the usual euphemisms, suggests a serious breach between the board and Mr Mackenzie.

Since Mr Michael Julien joined Storehouse as chief executive in June 1989 every director who was on the board when he arrived has left.

Last week Sir Terence Conran, who had been chairman until May, resigned as a non-executive director. Mr Julien has been active in hiring directors and shaking up the senior management. Mr Mackenzie was one of Mr Julien's appointments.

Analysts said yesterday that it was difficult to view Mr



Bob Mackenzie: serious breach with the board suggested

Mackenzie's departure as anything but negative, as it called Mr Julien's judgment in hiring Mr Mackenzie into question.

When asked about possible compensation for loss of office, Storehouse said it did not intend to pay Mr Mackenzie any, although it admitted that he might sue for wrongful dis-

missal. Mr Mackenzie was on a three year contract and was paid £180,000 a year.

Storehouse, which operates the B&S, Mothercare, Habitat and Richards chains, has seen its profits fall sharply in recent years. It is due to report interim profits on November 8 which are expected to show a further decline compared with the same period last year.

The group said yesterday that Mr Mackenzie's departure was not related to either these figures or the group's finances.

The group's balance sheet has been strengthened by disposals and cut backs in capital spending and last month it bought £40m worth of its convertible bonds in the market for cancellation.

Mr Mackenzie, who is 37, was previously with Hanson, working at its Imperial Tobacco subsidiary.

Until a replacement is found for him Mr David Thompson, group financial controller, would report directly to Mr Julien. Mr Julien's own background is in finance.

MMC to probe sale of Signet to French

By David Barchard

MR PETER LILLEY, the Trade and Industry Secretary, has referred the possible purchase of Signet, the Southend-based credit card processing operation, by Signet of France to the Monopolies and Mergers Commission.

Sir Gordon Borrie, the Director General of Fair Trading, to whom the sale was referred in August, had ruled that the merger did not need a referral to the commission.

The DTI said yesterday that Mr Lilley considered that there were serious issues of public interest in allowing the largest third-party processor of credit cards and other payment cards to come under the control of a state-owned company.

Mr Lilley's objection is based on the fact that Signet is owned by Credit Lyonnais, a French public sector bank.

Signet, which mainly produces credit cards carrying the Access-brand, was placed on the market by its owners -

National Westminster, Midland, Lloyds and Royal Bank of Scotland - earlier this year.

Two possible purchasers - Signet and First Data Resources of the US, the card processing arm of American Express - were identified in the summer and their names were submitted to the Office of Fair Trading.

It is understood that no decision has yet been taken about which company will be selected as the purchaser.

Whichever company is selected, the sale will have important repercussions for the British and European card processing markets. Signet was originally intended to provide only in-house services for its owners, but now operates as a business in its own right.

Last year it expanded its operating capacity to enable it to handle credit card transactions in Europe as well as the UK and in currencies other than sterling.

Static performance at Ferguson International

By Maggie Urry

INTERIM PRE-TAX profits barely higher at £6.3m were announced by Ferguson International Holdings, the packaging, printing, and cable television group, which earlier this year changed its name from Ferguson Industrial Holdings.

Although continuing businesses pushed up trading profits by 6.2 per cent to £7.6m in the six months to August 31, companies sold during the period contributed only £55,000 against a previous £565,000, leaving group trading profits marginally down at £7.7m. Turnover was 1.8 per cent higher at £72m, although continuing activities rose 1.6 per cent to £71.2m.

Mr Denis Cassidy, chairman since March, said the company had to be cautious given the economic outlook, but the group's spread of activities "has enabled us to reduce the impact of the increasing economic uncertainty."

The packaging and labels business aimed at retail customers - accounting for 55 per cent of turnover - had held up in spite of the difficult retail climate, he added.

Profits would have been higher but for the Hong Kong label business, acquired at the end of 1988. This had made a good contribution in the first half of 1989-90, but had only broken even in the latest half year, partly because one major account representing 20 per cent of the business had been lost.

In the communication

systems area the printing business was affected by the dollar/sterling exchange rate. The small publishing division increased its contribution.

After tax, and an extraordinary write off of £277,000 relating to the sale of the South African printing company, earnings per share excluding profits on sales of investments were 11.8p (11.6p). The interim dividend is unchanged at 4.25p.

COMMENT

Outward signs of change at Ferguson are restricted to the name and the management. Profits stay the same and look set to do so again this year, to make a third year on the £13m pre-tax plateau. Part of the problem has been the need to replace sizeable investment profits - which were £1.4m in the 1988-89 figures. And a static profit performance is not quite so reassuring, given what is happening elsewhere in the stock market. However, the group still needs to do more retooling of its businesses. Even with gearing falling towards 50 per cent in the second half the group has more to do than it can cope with financially. And questions are raised about its ambitious plans overseas after the Hong Kong episode. The group have been dull performers for three years, since bid speculation faded. If profits edged up from the £13.1m last time the p/e is not high at 7 but not worth chasing either until there are firmer signs of improvement.

GrandMet completes EC drinks network

By Philip Rawstone

INTERNATIONAL Distillers & Vintners, the drinks division of Grand Metropolitan, yesterday filled the last gap in its European Community distribution network with the acquisition of Anglo Española de Distribución (AED), a Spanish distributor.

The price was not disclosed but industry estimates suggested it was about £100m. AED has been IDV's agent in Spain for 27 years, distributing, among other brands, J & B Rare Scotch whisky, the market leader, and Baileys Irish Cream liqueur.

Mr Colin Gordon, chairman of IDV Europe, said yesterday: "AED has been enormously successful in building our brands in Spain. Its acquisition puts in place the last major piece in our European distribution network in preparation for 1992."

Mr Rafael Perez-Tilvarri, managing director of AED, will become honorary president of the company and will join the board of IDV Europe as a non-executive director.

Mr Jean d'Amecourt, currently international director of IDV, will take over as managing director of AED.

Cadbury Schweppes returns to US to raise \$175m

Cadbury Schweppes, the soft drinks and confectionery group, is returning to the US auction preferred share market with a \$175m (\$89.3m) issue, writes Maggie Urry.

In June this year it raised \$15m via perpetual preference share issues in the US and Canada.

This form of finance has been increasingly popular with UK companies, which see the

paper as quasi-equity, allowing them to use the proceeds to pay off conventional debt.

Cadbury's latest issue, privately placed with US, Canadian and UK investors, will be divided into four tranches, three of \$45m and one of \$40m. These will each have their dividend rates revised every 28 days through an auction, with one tranche falling due each week. The earlier issue refixed

its dividend rate every five years.

Initially two of the four tranches will have a dividend rate of 8.55 per cent on an annual basis and the other two of 6.6 per cent. Cadbury's agreed a maximum rate at which the dividend can be set if the auction system fails, which is based on a formula relating to the paper's credit standing.

SCOTTISH & NEWCASTLE BREWERIES PLC

Notice of Offer to the holders of shares and Sterling bonds and Guilder bonds convertible into shares of

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Scottish & Newcastle Breweries plc announces that holders of:

(1) shares of NLG 1 each in Center Parcs N.V. or depository receipts of such shares;

(2) 3.75% Guilder Convertible Subordinated Bonds 1986-1992/2001 of Center Parcs N.V.; and

(3) 5.75% Sterling Guaranteed Convertible Subordinated Bonds 1988 due 1998 of Center Parcs U.K. PLC

are invited to apply to sell their shares and/or bonds, by accepting the offer made by it on the terms and conditions set out in the Notice of Offer dated 26th October, 1990.

Copies of the Notice of Offer, resumés (including an application form) and deeds of transfer may be obtained at Algemeine Bank Nederland N.V., Herengracht 597, 1017 CE Amsterdam, The Netherlands or at Morgan Grenfell & Co. Limited, 23 Great Winchester Street, London EC2P 2AX, England.

Applications should be lodged by no later than 15.00 hours precisely Amsterdam time on 20th November, 1990, at any office of Algemeine Bank Nederland N.V. in The Netherlands.

Members of the Amsterdam Stock Exchange may only apply at the head office of Algemeine Bank Nederland N.V. in Amsterdam.

This advertisement is issued by Scottish & Newcastle Breweries plc and has been approved solely for the purpose of section 37 of the Financial Services Act 1986, by Morgan Grenfell & Co. Limited, a member of The Securities Association.

Edinburgh, 26th October, 1990
Scottish & Newcastle Breweries plc

CENTER PARCS N.V.

(Incorporated and registered in The Netherlands)

Notice of Informative Meeting

An Informative Meeting of Center Parcs shareholders will be held on Monday, 12th November, 1990 at 15.00 hours at Parly & Congres Centrum Engels, Stationsplein 43, Rotterdam.

Holders of the bonds are invited to attend this meeting and will be admitted in person or by proxy (upon presentation of a certificate of deposit confirming the deposit of their bearer bonds (on or prior to Friday, 9th November, 1990) with any one of the following Dutch banks: Amsterdam-Rotterdam Bank N.V., Bank Mees & Hope N.V., Credit Lyonnais Bank Nederland N.V., NMB Postbank Groep N.V. (in each case in Amsterdam), Coöperatieve Centrale Raiffeisen-Boerenleenbank B.A. (in Utrecht) or F. van Lanschot Bankiers N.V. (in 's-Hertogenbosch).

Rotterdam, 26th October, 1990
Center Parcs N.V.

Kingdom of Denmark

U.S. \$100,000,000

11% Series A Notes due November 29th, 1995

NOTICE IS HEREBY GIVEN that pursuant to Paragraph 5(b) of the terms and conditions of the above-mentioned Notes, that the Kingdom of Denmark (the "Kingdom") has elected to redeem on 29th November, 1990 (the "Redemption Date") all of its outstanding U.S. \$100,000,000 11% Series A Notes due November 29th, 1995 (the "Notes") at a redemption price equal to the principal amount thereof plus interest accrued to the Redemption Date. On and after the Redemption Date, interest on the Notes will cease to accrue. The Notes should be presented and surrendered to the paying agents as shown on the reverse of the Notes on the Redemption Date with all interest coupons maturing subsequent to said date.

Coupons due on 29th November 1990 should be detached and presented for payment in the usual manner.

26 October, 1990
By Citibank, N.A. (CSSI Dept.)
London Principal Paying Agent

CITIBANK

Ramar Textiles

plc

MANUFACTURERS AND DISTRIBUTORS OF LADIESWEAR

Preliminary Results

Audited Results for the thirteen month period to 29 June 1990

	1990	1989
	£000	£000
Turnover	25,923	24,682
Profit on ordinary activities before tax	1,124	837
Earnings per share	5.75p	4.06p
Dividend per share	1.00p	1.75p

Extract from the Chairman's Statement:

Results

The Group achieved an operating profit of £1,794,000 on marginally increased turnover. The profit before tax was assisted by exceptional income of £461,000 which was the balance, after charging associated costs, of the settlement awarded in respect of our consequential loss insurance claim relating to the factory fire suffered in 1986. This more than compensated for significantly higher interest charges incurred due to the increases in base rate and high stock levels carried as a result of the general malaise affecting the High Street.

In view of the downturn in the retail sector, the board has taken the decision to concentrate on the Group's core business of manufacturing in both the United Kingdom and the Far East. Thus the retail outlets and specially packaged lingerie promotions activities were discontinued during the period with a net extraordinary loss of £572,000.

Given continuing high interest rates and the uncertain trading conditions in the retail sector the board proposes a reduced dividend of 1p per share. The possibility of an interim dividend will be reviewed if the first half performance justifies it.

Trading and Prospects

Manufacturing in China has developed exceptionally well with some £4m of high quality silk garments produced in the period. Strong growth is anticipated in this market and sales are expected to reach £8m in the current year.

The first three months of the current financial year have seen sales increase by more than 25% and our order books, both for the United Kingdom and China production, are such that we are confident that we will maintain this growth throughout the rest of the financial year.

Colin Radin, Chairman



1990 Nine Months Results

Summary
Group profit before tax of £89.3m in the first nine months of 1990 was £338m below the record performance in the first nine months of 1989 due to severe competitive pressures and weakening markets.

	Nine Months 1990	Nine Months 1989
	£m	£m
Turnover	9,819	9,854
Profit before taxation	893	1,231
Earnings per £1 Ordinary Share	81.1p	108.3p

A summarised profit and loss account is given in the second table below.

Nine Months
Group turnover in the first nine months was comparable with the same period in 1989.

In the Consumer and Specialty Products segment, trading profit increased by £48m to £504m due to continuing strong growth in Pharmaceuticals and an encouraging performance from Paints in a difficult economic climate. Adverse market conditions affected the performance of the Other Effect Products.

In the Industrial Products segment, trading profit fell from £642m to £275m. In early 1989 the Petrochemicals and Plastics and General Chemicals businesses were very buoyant but in 1990 margins were eroded in weak market conditions. The hike in oil prices caused by the Gulf crisis increased the energy and raw material costs of these businesses from September onwards; although chemical prices are beginning to respond, so far this has been inadequate to recover the additional costs.

In the Agriculture segment, trading profit decreased by £12m to £133m.

Agrochemicals experienced adverse weather effects towards the end of the season.

The results for the nine months take no account of the proposed purchase of the remaining 50% shareholding in Tioxide Group PLC.

The following table provides financial highlights for 1989 and for the first three quarters of 1990.

	Turnover	Profit Before Tax	Earnings per £1 Ordinary Share
	£m	£m	pence
1989			
1st Quarter	3,210	442	39.2
2nd Quarter	3,432	483	42.8
3rd Quarter	3,212	306	26.3
4th Quarter	3,317	296	26.7
Year	13,171	1,527	135.0
1990			
1st Quarter	3,454	414	38.1
2nd Quarter	3,369	319	29.3
3rd Quarter	2,996	160	13.7p

Third Quarter

Profit before tax of £160m in the third quarter of 1990 was half the level of the corresponding period in 1989. Trading profit in the Industrial Products segment was down £127m because of increased costs and competitive pressures. Weaker market conditions also depressed the results of related companies.

Taxation

The tax charge for the first nine months of the year amounted to £307m, representing an effective tax rate of 34.4%, and comprised UK corporation tax of £85m (1989 £159m) and taxation in respect of overseas and related companies of £222m (1989 £280m).

Extraordinary Items

Extraordinary items in 1990 comprise:

- A gain on disposal of the investment in Enterprise Oil plc amounting to £520m net of tax. This gain represents the difference between the proceeds of disposal and the holding value of the investment which had been reduced by £134m to reflect ICI's share of goodwill adjustments to reserves made in the accounts of Enterprise Oil plc.
- Provisions for losses on the disposal of the UK fertilizer business and related closures of £100m net of tax relief.

Chairman's Comments

In announcing the results, ICI's Chairman, Sir Denis Henderson, commented: "In common with other major chemical companies, ICI's profitability is now well below the buoyant level of 1989. Weaker customer demand - particularly in the UK, USA and Australia - and the effects of overcapacity in some industrial businesses are now being exacerbated by the impact of the Gulf crisis and the strength of sterling. Trading will remain difficult into 1991. We have already implemented plans to reduce capital spending and are strictly controlling costs. We shall continue to focus on our strengths."

Group Profit and Loss Account

The unaudited trading results of the Group for the first nine months of 1990, with comparative figures for 1989, are as follows:

1989 First Nine Months	Year*	1990 First Nine Months
£m	£m	£m
2,189	2,917	2,208
7,665	10,254	7,611
9,854	13,171	9,819
1,217	1,467	908
392	536	413
166	279	143
-152	-219	-158
1,231	1,527	893
-439	-331	-307
792	996	586
-48	-66	-18
744	930	568
-	127	-420
744	1,057	988
108.3p	135.0p	81.1p

*Abridged results; full accounts with an audit report have been lodged with the Registrar of Companies.

Trading results for the year 1990 will be announced on Thursday 28 February 1991.

IMPERIAL CHEMICAL INDUSTRIES PLC

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FINANCIAL TIMES CONFERENCES

PETROCHEMICALS IN EUROPE

— The New Scenario

28 & 29 November, 1990 — London

Speakers include:

Mr Jim Gordon
Shell International Chemical Company Limited

M. Jacques Puechal*
Atochem SA

Mr Bryan K Sanderson
BP Chemicals Limited

Mr Abdulaziz Ibrahim Al-Audah
Saudi Methanol Company

Mr Odd Hassel
Cambridge Energy Research Associates

Sir Denys Henderson
Imperial Chemical Industries PLC

Mr Henry Rowson
Trichem Consultants Limited

Mr Hugo Lever
CEFC

Dr Sergio Cragnotti
ENIMONT SpA

Dr Edward Bennett
Commission of the European Communities

Dr Charles K Brown
Goldman Sachs International Limited

Mr Simon de Bree
NV DSM

Ms Jackie Ashurst
James Capel & Co

Mr Alan D Plaistowe
Chem Systems Limited

* Subject to final confirmation

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FINANCIAL TIMES CONFERENCES

EUROPEAN BUSINESS FORUM

— Business in
Central & Eastern Europe

26 & 27 November, 1990 — Rome

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Minister of the Treasury, Italy

Ambassador Renato Ruggiero
Minister of Foreign Trade, Italy

Professor Ivan D Ivanov
State Foreign Economic Commission
USSR Council of Ministers

Dr Václav Klaus
Minister of Finance, Czechoslovakia

Ing Paolo Cantarella
Fiat Auto

Mr Horst G Krenzler
Commission of the European Communities

Sir Alan A Walters
John Hopkins University

The Rt Hon Sir Frank Cooper GCS CMG
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Dr Franco Nobili
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Dr Eberhard von Koerber
ABB Asea Brown Boveri Ltd

Mr Viktor V Gerashchenko
The USSR State Bank (Gosbank)

Ing Sergio Pininfarina
Pininfarina SpA

Dr Sergio Siglienti
Banca Commerciale Italiana SpA

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T. M. Hunter Limited (In Receivership)

The Joint Receivers offer for sale the business and assets of this long-established (1901) woollen mill based in Brora, Sutherland, Scotland.

- Manufacturers of high quality woollen yarn, tweed, blankets and rugs.
- Substantial owned mill and retail premises.
- Established brand name, customer base and agency network in UK and abroad.
- All processing from raw wool to finished products carried out on site.
- Turnover for fourteen months ended 30th June 1990 — £3.5 million.
- Experienced and skilled workforce of 130.

For further information please contact Robin Wilson or Tom MacLennan at the Company's premises: Tel: 0408 21360. Fax: 0408 21105 or at the address below.

96 Queen's Road, Aberdeen AB1 6YE.

Tel: 0224 325375 Fax: 0224 313611.

With regard to the liability of Chartered Accountants in England and Wales to carry on investment business.

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Mohawk Holdings Limited Mohawk Enterprises Limited Mohawk Limited

(ALL IN ADMINISTRATIVE RECEIVERSHIP)

The Joint Administrative Receivers offer for sale as going concerns the business and assets of the above companies which supply and maintain high speed non-impact printers, security applications, related consumables and software.

- Turnover (unaudited management accounts) for the ten months to 31st August 1990 £6.8m
- Operates from leasehold premises in London, Bristol, Leeds, Warrington, Glasgow and Birmingham
- Approximately 120 staff

For further details, please contact the Joint Administrative Receivers, M E Mills and T C Carter, Ernst & Young, Becket House, 1 Lambeth Palace Road, London SE1 7EU. Tel: 071-928 2000 extension 3754. Fax: 071-928 1345.

Ernst & Young

Authorised by The Institute of Chartered Accountants in England and Wales to carry on investment business.

Copy Consultants Group Limited

The business and assets of the above well known company are offered for sale by the Joint Administrative Receivers.

- This national company is based in Carlisle and has locations in Newcastle, Darlington, Lancaster, York, Shetland, Bradford, Bristol, Burnley, Cannock, Leicester, Orpington, Salford and Glasgow.
- The company is a principal distributor and service agent for a leading photocopier manufacturer. Other products include facsimile machines, computer hardware and software, telecommunication systems, furniture and stationery.
- Annual turnover of over £15 million with a skilled workforce of 350.
- Freehold properties at Carlisle (two), Lancaster, Newcastle and Shetland.
- Stocks amounting to over £3 million.

For further details, please contact Roger M. Griffiths, Ernst & Young, Central Exchange Buildings, 93A Grey Street, Newcastle upon Tyne NE1 6EJ. Tel: (091) 221 1222. Fax: (091) 261 2916.

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Authorised by The Institute of Chartered Accountants in England and Wales to carry on investment business.

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Due to imminent retirement of Directors. Well established Electric Heating Design Company.

Turnover c.£2m. Highly Profitable.

Principals only reply in writing to: Collinsons Chartered Accountants, 21 Bennetts Hill, Birmingham B2 5QP

Alexander James and Dexter Limited (In Receivership)

A very well respected advertising agency (commenced trading 1971) and recruitment agency at Lower Bourton, Swindon, the business and assets of which are available for sale following the appointment of Joint Administrative Receivers on 17 October 1990.

- Freehold offices (Grade II listed) at Bourton Grange, Bourton, Nr Swindon including in all some 2.7 acres of land
- Modern leasehold offices in Swindon
- Turnover in 1989 approximately £7.0 million
- Prestige clients
- Approximately 40 staff

Interested parties are requested to apply in writing for further information to the Joint Receiver: PRC Denham, Price Waterhouse, Clifton Heights, Triangle West, Bristol BS8 1EB. Telephone: 0272 293701. Fax: 0272 290519.

Price Waterhouse

FIRST COMPANY CONSULTANTS PLC
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WESTMINSTER AND CITY PROPERTY DEVELOPMENTS PLC
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FOR THE SUM OF
£3,250
No further capital required. The Company is unlisted and ready to trade. All legal requirements satisfied including share capital. Nominal capital £1,000,000.
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• Established 25 years
• Retirement Sale
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For sale/merger
Location: Central
Birmingham.
Turnover: £1.6 million.
Computerised reservations
system included.
IATA/ABTA Licensed.
Write to: Box H7516, Financial Times, One Southwark Bridge, LONDON, SE1 9HL

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T/O £850K profitable with excellent growth potential. Located near Heathrow. Owner will retire 1-2 yrs. Principals only, write in confidence to Box H7517 Financial Times, One Southwark Bridge, London SE1 9HL

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BUILDERS IRONMONGERY**
comprising stock, foundry
patterns, pig, finishing
equipment, publicity material
and goodwill. Well known
name in industry.
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PROPERTY INVESTMENT
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Owning small industrial
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Carla Bishop on 071-429 4798 or Sara Moore on 071-475 3048

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Ketson plc

(In Administrative Receivership)

The business and assets of the following subsidiaries of Ketson plc are offered for sale by the joint administrative receivers.

The Moorgate Group plc

(In Administrative Receivership)

- Operating in the Financial Services Sector.
- Providing Consultancy Services to major UK and European institutions.
- Advertising.
- Public Relations.
- Marketing.
- Training.

Cooper Directory Marketing Ltd.

(In Administrative Receivership)

- Operating in the field of Directory Advertising.
- Providing creative, booking and administrative services to major national companies.

Whitell Facilities Ltd.

(In Administrative Receivership)

- Provides editing and graphics equipment to producers of corporate and broadcast videos.

Enquiries to the Joint Administrative Receiver, AJ Barrett FCA, Price Waterhouse, No.1 London Bridge, London SE1 9QL. Tel: 071-939 3000. Fax: 071-939 5566.

Price Waterhouse

TOWER GROUP PLC

The Joint Administrative Receivers offer for sale the total assets where substantial tax losses may be available or assets separately as follows:

- Majority interest in established professional multi-disciplinary consultancy providing a full range of architectural, design, surveying and engineering services to both the Private and Public sectors. The company employs eighty staff, has a substantial order book and is projecting annual profits of £600,000 on a turnover of £3.5m.

- A wholly owned subsidiary in the hotel industry comprising four leasehold provincial hotels and one restaurant all located in Southern England.

- Various minority interests in one quoted and several unquoted companies operating in the industries of Quarrying and Landfill, Cellular Telephones, Property Development, Manufacturing of Electronic Equipment and environmentally friendly detergent products.

Interested parties should contact

Richard Granat at
100 Chalk Farm Road, London NW1 8EH.
Reference L3132.
Telephone: 071-267 4477.
Telex: 071-267 1028
Telex: 27806 LEVGEE G.

LEVY GEE

CITY RESPONSE LIMITED

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Offers are invited for this established London firm of Security Printers.

- Two adjacent L/hold units in Wapping, London E1
- Plant and equipment to include:-

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Platemaking
Printing
Finishing

- Turnover circa £3 million
- 40 employees

For further information contact the office of the joint Administrative Receivers:

N J Hamilton-Smith and D J Mason
Morton Thornton & Co
Torrington House
47 Holywell Hill
St Albans
Herts AL1 1HD
Telephone: 0727 38255

Morton Thornton & Co.

Thorpesside Mills Ltd. (In Receivership)

W. Yorks

Manufacturer without looms, the above company deals with medium to high quality worsted suiting material.

- Long leasehold premises 8,500 sq. ft.
- 18 employees
- Turnover year to 31st March 1990 £3.5m
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For further details please contact the Joint Administrative Receiver:

Peter Flesher, Grant Thornton,
Eldon Lodge, Eldon Place,
Bradford BD1 3AP.
Tel: 0274 734341
Fax: 0274 390177

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COMMODITIES AND AGRICULTURE

Farmers seek new market regime to meet deep crisis

By Bridget Bloom, Agriculture Correspondent

EUROPE'S COUNTRYSIDE could face "dereliction on a grand scale" unless the European Community can find new and constructive ways of ordering farm support, Sir Simon Gourlay, president of the UK National Farmers' Union said yesterday.

Sir Simon claimed that the inevitable result of continuing policies of cutting farm gate prices to make agriculture more market oriented would be to put thousands of farming families in Britain alone out of business.

To redress the present crisis in farming, a new framework for support was needed. This should aim to control production, whether through quotas or using land less intensively, Sir Simon added.

The NFU leader suggested to a packed meeting of farmers in London yesterday that many of them would not be taking it farming were to take a free market direction.

"We are not looking for more and more government hand-outs to pay for unwanted production. We want a framework which will deliver a reasonable return and at the same time enable us to manage the countryside in a manner which both farmers and the public want to see," he said.

Sir Simon and the leaders of Scottish, Welsh and Ulster farmers' organisations outlined a background of declining incomes for farmers which, the NFU leader said, had continued despite the increasing sums spent by taxpayers on EC farm subsidies.

Farm gate prices had risen only 46 per cent between



Sir Simon Gourlay: "We are not looking for more and more government hand-outs"

1979-80 compared to a rise of 71 per cent in UK food prices and 106 per cent in the overall retail price index.

Mr John Ross, president of the Scottish NFU, said his farmers were "ablaze with fury" at their declining incomes, made worse recently in the livestock sector, following the animal health scares and more imports from eastern Europe.

A number of speakers suggested that the further price reductions being called for in the current world trade negotiations in the General Agreement on Tariffs and Trade would prove the last straw.

However, Sir Simon acknowledged yesterday that farmers would almost certainly have to accept the 30 per cent cut over 10 years suggested by the EC Commission, since he believed agriculture would not be allowed to stand in the way

of an overall Gatt settlement. Sir Simon said that production controls, or what he prefers to call "supply management", would have to take different forms according to the commodity in question. Without going into detail, he suggested that while the present quota system was suitable for milk, for livestock and cereals the answer could be less intensive production, with aid coupled to environmentally friendly farming.

Such an idea was endorsed by Mr David Astor, chairman of the Council for the Protection of Rural England - probably the first environmentalist ever to appear at an important NFU meeting.

He offered farmers "a real alliance" with conservationists to get a better deal for farmers, the environment and the consumer - an offer which, in his turn, was endorsed by Mr Robin Maynard, of Friends of the Earth.

Although one of the biggest NFU gatherings in recent years, the meeting was good tempered. Many of the estimated 2,500 farmers present at Westminster's Central Hall went on to lobby their MPs in Parliament.

Mr Louis Mermaz, the French minister of agriculture, said yesterday he would prefer to see Gatt world trade talks extended beyond their December deadline than accept an agreement which would harm French agriculture.

"We'd be better off accepting a delay than in rushing to sign a bad agreement," he told his first news conference since being appointed a minister on October 2.

Brazil plans to import 4m tonnes of wheat

By Victoria Griffith in Sao Paulo

BRAZIL HAS clinched a deal to import 60,000 tonnes of wheat from France over the next two months, at a total cost of about \$4.8m.

The wheat to be split into two equal deliveries of 30,000 tonnes each, will arrive in November and December and will be paid for over a 12-month period. The deal is part of a Brazilian plan to import 4m tonnes of wheat this year.

At least 2m tonnes will be coming from Argentina, in accordance with a bilateral trade agreement between the two countries. A group of Brazilian trade representatives flew to Buenos Aires on Wednesday to talk about further imports.

Brazil is also barga-hunting in the wheat markets of Uruguay, Paraguay, Canada and the US.

The government will auction import rights on the financial markets, as it did in the past for coffee.

Although the French wheat was purchased by the Brazilian government, further imports may be arranged privately, according to the ministry of the economy. The government is currently preparing for the privatisation of the wheat sector. This week, the government met wheat producers to negotiate domestic demand for the privatisation process.

Chinese cut in silk prices fails to achieve goal

CHINA'S attempt to boost silk export earnings by cutting prices appears not to be paying off, reports Reuters from Peking.

Overseas sales are up following the 10 per cent price cut introduced at the end of September, but only enough to maintain the level of returns, a China Silk Import-Export Corporation official said yesterday.

Nearly 80 per cent of China's raw silk is exported, accounting for about 50 per cent of total world exports.

Export earnings rose by about \$200m last year to \$1.84bn, but a similar increase is not expected this year. "There are not many buyers around," the official said. Chinese domestic demand may help absorb surplus silk that cannot be exported.

A sluggish world market since the end of 1989 had been caused partly by China's prompt deliveries, which halted a rush in purchases, the official said. However, the main reason for the slow sales was poor quality, he said.

Black gold earns Africa its bread

William Keeling analyses the oil industry's role in Nigeria's economy

THE OFFICE of Mr Jubril Aminu, Nigeria's minister of petroleum resources, might easily be mistaken for that of a pharmacist. In glass cabinets there are large, fluted, medicine-bottles containing an array of coloured liquids. On the mahogany desk that dominates the room is what appears to be a perfume bottle. On closer inspection, however, the medicine bottles are found to contain products of Nigeria's refineries and the perfume bottle contains crude oil.

More normally than by the bottle, Nigeria's oil is found by the barrel - and by million barrels at a time. With proven reserves in excess of 160n barrels, Nigeria accounts for one-third of Africa's known oil reserves and for approximately 8 per cent of the total production of the Organisation of Petroleum Exporting Countries (Opec).

In addition to oil, Nigeria has 2.6 trillion (million million) cubic metres of natural gas reserves. Being situated on the West African coast, it is obviously well positioned to act as a supplier of the US and Europe's energy requirements.

The Nigerian government has announced that it plans to boost production capacity from the present 1.9m barrels a day to 2.4m b/d and to uprate reserves to 20bn barrels by 1994. Such a target looks highly optimistic and most analysts believe such figures will not be realised until the end of the decade. However, exploration has also led to significant discoveries. Shell recently announced a new field with reserves of at least 500m barrels in Rivers State and Elf has made discoveries amounting to 300m barrels since 1985.

The commitment of the foreign oil companies to the programme of expansion has been secured through a memorandum of understanding signed in 1986. Under it, the government guarantees a minimum profit margin of 22 a barrel and offers tax incentives to undertake exploration and development.

Its purpose was to halt a decline in the oil sector brought about by low-prices and an Opec quota which had reduced Nigeria's production from 2.3m b/d in 1980 to just

equivalent to 10 years' production for the Elf/NNPC joint venture. Last June, Mobil Producing Nigeria, which currently produces 240,000 b/d in its joint venture with NNPC - signed a \$1bn agreement to exploit the 500m barrel Oso condensate field, which will start production at 100,000 b/d in 1993. Importantly, production of condensate is outside of Nigeria's Opec quota.

In the gas sector, finance is close to being secured for the

that NNPC be allowed a share in operations produces a howl of protest from the oil companies.

Mr Jubril Aminu accepts that to insist on shared operating rights would amount to creeping nationalisation, but he says that it remains Nigeria's long-term objective. "What Nigerians want to do is to feel that they are taking part in the production of oil hand in hand with the oil companies," he explains.

Another contentious issue is the 1986 memorandum of understanding. While the oil companies would like the minimum profit margin of 22 a barrel to be increased, any suggestion that they are demanding a revision of the memorandum is strongly denied.

"Revision is far too strong a word: we simply want some technical points to be re-examined," said one senior executive. The goal of winning the status quo is a serious challenge for the oil companies.

The Nigerian government appears, however, to recognise the benefits that oil companies bring. Those parts of the industry which Nigeria has kept to itself, such as the domestic refineries and petrochemicals, have been dogged by poor management and low capacity utilisation.

Yet with crude oil exports accounting for 95 per cent of Nigeria's foreign exchange earnings, the oil industry is an essential sector of the national economy. The level of investment now taking place is as good a sign as any of accord between the government and oil companies that Nigeria's energy sector still has a bright and profitable future.

SA wine seeks a higher profile

By Philip Gawth in Johannesburg

KWV, the producer co-operative representing 6,000 South African wine producers, has announced plans to adopt a much higher international marketing profile as the country's trading relations return to normal with the ending of the era of sanctions.

As the main marketer of South African wine and wine products abroad, KWV has been hit hard in recent years by government-enforced sanctions in the US, Scandinavia and Canada, and by trade boycotts in Europe and the UK. The effect has been for KWV to export fewer bulk products and more in bulk form.

Political sensitivities have meant that these bulk exports have normally been unidentified and KWV has said little about them. Traditionally the bulk of these exports have been in the form of cheap distilling wine.

Recently, however, the KWV has achieved success with exporting higher value-added products, notably grape juice concentrate and "scheme wine" (dry white wine for bulk export).

During the financial year to the end of 1989, the KWV's export volumes rose by 35 per cent, mainly as a result of a doubling in the volume of grape juice concentrate and brandy exported and the discovery of new markets for scheme wine, understood to be principally in eastern Europe.

KWV says 25m litres of scheme wine have been exported since they started marketing this product last year. The wine is shipped in bulk tankers through the Suez canal.

Speaking this week Mr Pietman Hugo, chairman of KWV, said: "We are hopefully approaching a sanction-free

market environment in the nineties. This has naturally brought about total turn-over in KWV's marketing strategy, from low profile bulk exports in the eighties to high profile advertisement-supported brand product marketing in the nineties."

New products and packaging have been developed for export. A new top of the range wine series, as well as new varietal wines and wines for everyday enjoyment are to be introduced.

Many of the KWV's members have seen their real income decline in recent years amid stagnant sales. While increased export volumes will undoubtedly improve their position, the greater challenge is to win over the vast black majority of South Africa's population. The KWV has traditionally preferred drinking beer to the healthier alternative of wine.

Philippines privatisation of nickel plant completed

THE PHILIPPINES government has completed the sale of a nickel refinery complex in the south of the country for \$325m in the biggest transaction so far under its privatisation programme, reports Reuters from Manila.

Officials said that after months of negotiations, the Asset Privatisation Trust agreed to sell the country's only nickel refinery to a group led by Mr Jesus Cabarrus, who owned it before the government takeover in 1984.

An agreement on the sale of Nonoc Mining and Industrial Corporation to Philippine Nickel Corporation (Philnico) was signed on October 13, Mr Ramon Garcia, the APT chief executive trustee confirmed yesterday.

The transaction was the last of a series of privatisation deals. The finance secretary Mr Jesus Estanislao said Nonoc was the largest transaction

Appeal by Canadian coal mine on pricing rejected

By Bernard Simon in Toronto

A BRITISH COLUMBIA court has rejected an appeal by the ailing Quintette coal mine against an arbitration ruling that put the mine's future in jeopardy by sharply reducing the prices it can charge its Japanese customers.

The court's decision leaves the fate of Quintette, one of North America's biggest metallurgical coal exporters, in the hands of its lenders and suppliers of essential services.

A Quintette official said yesterday that the company hoped to finalise a comprehensive restructuring agreement by December 13, the expiry date of a six-month restraining order which freezes its debts from creditors' claims. Quintette is also planning to appeal the British Columbia Court of Appeal decision to the Supreme Court of Canada.

Under the restructuring, the mine is seeking earlier repayment terms on C\$630m (\$276m) in debt owed to over 50 banks, as well as reductions in port handling, rail transport and electricity charges.

Mr Bruce MacConkey, Quintette chairman, said the price set by the arbitration panel was "below the cost of producing and transporting coal".

The panel also ordered Quintette, 50 per cent owned by Denison Mines of Toronto, to reimburse its Japanese steel mill customers C\$46m in overpayments since the dispute began in 1987.

Quintette opened in 1984 when Japanese mills were willing to pay a premium to diversify coal supplies. However, the downturn in steel led them to demand a string of concessions.

WORLD COMMODITIES PRICES

MARKET REPORT

REPORTS THAT India was planning to sell up to 500,000 tonnes of sugar to the world market, instead of the 200,000 tonnes reported earlier, sparked a slide in futures prices at the London Futures and Options Exchange yesterday. In early evening trading the March position was more than \$5 down at under \$215 a tonne. At the London Metal Exchange, copper prices extended the downturn which began in afternoons trading on Wednesday, following five consecutive daily rises. But the market was steadied by chart-based support around \$2,630 a tonne (for three months delivery) and covering was

London Markets

SPOT MARKETS
Crude oil (per barrel FOB)
Dubai \$28.50-5.00 + 0.25
Brent Blend (fixed) \$22.50-2.25 + 3.00
Brent Blend (December) \$22.15-2.25 + 2.25
WTI (1st oil) \$28.40-4.50 + 5.00

Oil products
(NHE prompt delivery per tonne CIF)
Pine Gasoline \$248-353 + 15
Fuel Oil (Hague) \$22.50-2.25 + 2.25
Heavy Fuel Oil \$130-133 + 92
Naphtha \$233-337 + 92

Other
Gold (per troy oz) \$375.25 + 3.50
Silver (per troy oz) \$436.75 + 1.25
Platinum (per troy oz) \$947.75

Aluminium (per tonne) \$1335 + 10
Copper (US Producer) \$335 - 3
Lead (US Producer) 50c
Nickel (free market) 15c
Tin (Korea-Luxembourg) 18.75 + 0.02
Tin (New York) 3980 - 1
Zinc (US Prime Western) 70c

Cattle (live weight) 105.250 + 2.14
Sheep (head weight) 151.450 + 0.50
Pigs (live weight) 60.60p - 0.22

London daily sugar (raw) \$258.64 + 1.6
London daily sugar (white) \$310.00 - 1.0
Tare and live export price \$258.00 - 0.50

Barley (English feed) £119
Maize (US No. 3 yellow) £127.25
Wheat (US Dark Northern) 89c

Rubber (Dec) 50.25p
Rubber (Jan) 50.10p
Rubber (Jan 1991 No 1 Nov) 50.10p

Copra (Philippines) \$372.50 + 10
Palm Oil (Malaysia) \$372.50 + 10
Copra (Philippines) \$372.50 + 10
Soyabean (US) \$410.50 - 1.0
Soybean (US) \$410.50 - 1.0
Woolfats (1st Super) 40p

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SUGAR - London FOEX

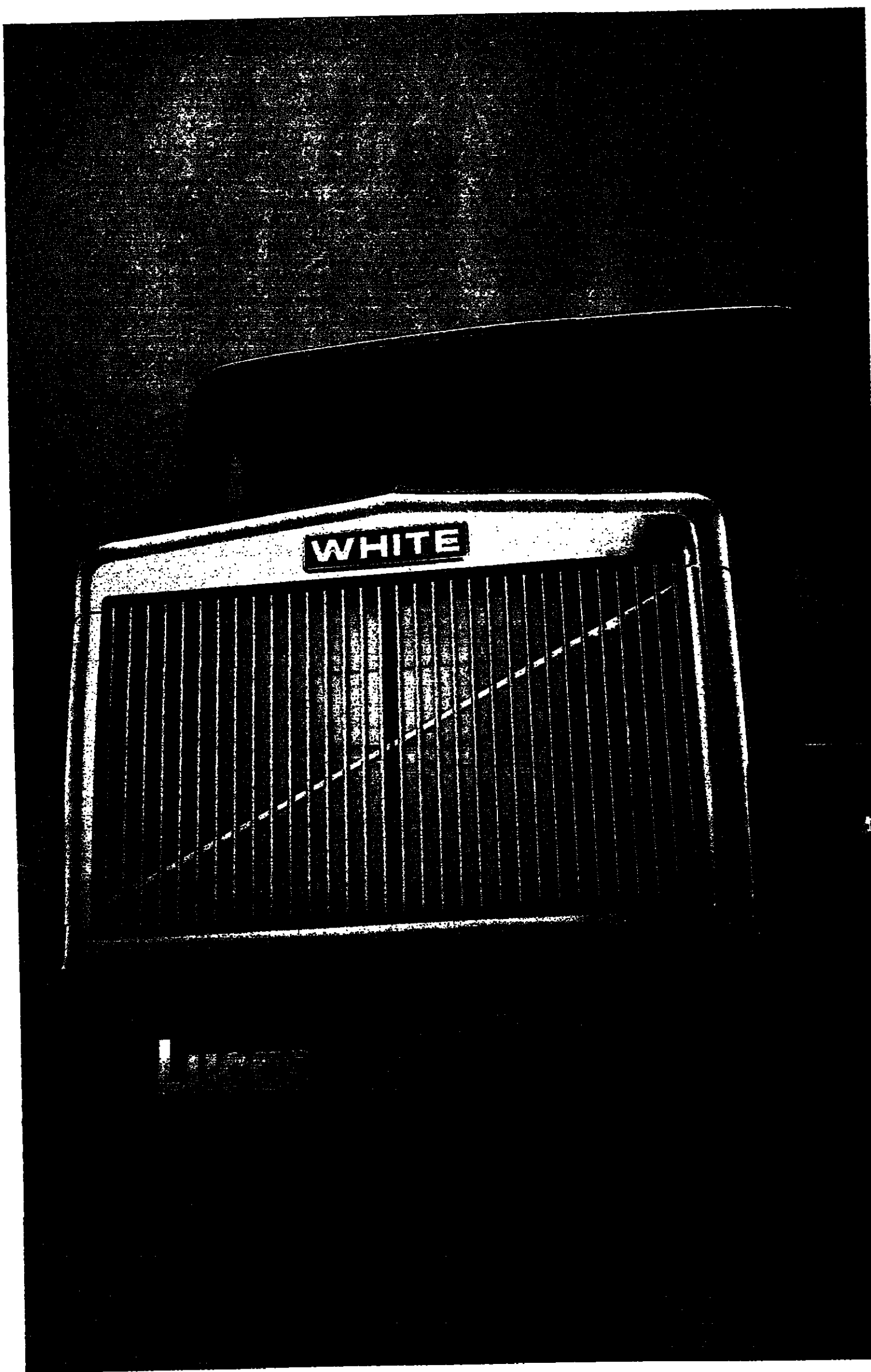
Raw Close Previous High/Low
Dec 218.00 225.00 225.00 218.00
Mar 214.00 218.00 218.00 213.00
May 214.00 220.00 218.00 214.00
Oct 218.00 224.00 222.00 218.00
Nov 218.00 224.00 222.00

White Close Previous High/Low
Dec 300.5 300.5 300.5 300.0
Mar 297.0 300.0 300.0 297.0
May 298.0 300.0 300.0 298.0
Oct 298.0 300.0 300.0 298.0
Nov 298.0 300.0 300.0

Turnover: Raw 1285 (180) lots of 50 tonnes.
White 847 (3278)
Pine-White 777 per tonne; Dec 1989 Mar 1991, May 1991, Aug 1991, Oct 1991, Jan 1992, Apr 1992, Jul 1992, Oct 1992, Jan 1993, Apr 1993, Jul 1993, Oct 1993, Jan 1994, Apr 1994, Jul 1994, Oct 1994, Jan 1995, Apr 1995, Jul 1995, Oct 1995, Jan 1996, Apr 1996, Jul 1996, Oct 1996, Jan 1997, Apr 1997, Jul 1997, Oct 1997, Jan 1998, Apr 1998, Jul 1998, Oct 1998, Jan 1999, Apr 1999, Jul 1999, Oct 1999, Jan 2000, Apr 2000, Jul 2000, Oct 2000, Jan 2001, Apr 2001, Jul 2001, Oct 2001, Jan 2002, Apr 2002, Jul 2002, Oct 2002, Jan 2003, Apr 2003, Jul 2003, Oct 2003, Jan 2004, Apr 2004, Jul 2004, Oct 2004, Jan 2005, Apr 2005, Jul 2005, Oct 2005, Jan 2006, Apr 2006, Jul 2006, Oct 2006, Jan 2007, Apr 2007, Jul 2007, Oct 2007, Jan 2008, Apr 2008, Jul 2008, Oct 2008, Jan 2009, Apr 2009, Jul 2009, Oct 2009, Jan 2010, Apr 2010, Jul 2010, Oct 2010, Jan 2011, Apr 2011, Jul 2011, Oct 2011, Jan 2012, Apr 2012, Jul 2012, Oct 2012, Jan 2013, Apr 2013, Jul 2013, Oct 2013, Jan 2014, Apr 2014, Jul 2014, Oct 2014, Jan 2015, Apr 2015, Jul 2015, Oct 2015, Jan 2016, Apr 2016, Jul 2016, Oct 2016, Jan 2017, Apr 2017, Jul 2017, Oct 2017, Jan 2018, Apr 2018, Jul 2018, Oct 2018, Jan 2019, Apr 2019, Jul 2019, Oct 2019, Jan 2020, Apr 2020, Jul 2020, Oct 2020, Jan 2021, Apr 2021, Jul 2021, Oct 2021, Jan 2022, Apr 2022, Jul 2022, Oct 2022, Jan 2023, Apr 2023, Jul 2023, Oct 2023, Jan 2024, Apr 2024, Jul 2024, Oct 2024, Jan 2025, Apr 2025, Jul 2025, Oct 2025, Jan 2026, Apr 2026, Jul 2026, Oct 2026, Jan 2027, Apr 2027, Jul 2027, Oct 2027, Jan 2028, Apr 2028, Jul 2028, Oct 2028, Jan 2029, Apr 2029, Jul 2029, Oct 2029, Jan 2030, Apr 2030, Jul 2030, Oct 2030, Jan 2031, Apr 2031, Jul 2031, Oct 2031, Jan 2032, Apr 2032, Jul 2032, Oct 2032, Jan 2033, Apr 2033, Jul 2033, Oct 2033, Jan 2034, Apr 2034, Jul 2034, Oct 2034, Jan 2035, Apr 2035, Jul 2035, Oct 2035, Jan 2036, Apr 2036, Jul 2036, Oct 2036, Jan 2037, Apr 2037, Jul 2037, Oct 2037, Jan 2038, Apr 2038, Jul 2038, Oct 2038, Jan 2039, Apr 2039, Jul 2039, Oct 2039, Jan 2040, Apr 2040, Jul 2040, Oct 2040, Jan 2041, Apr 2041, Jul 2041, Oct 2041, Jan 2042, Apr 2042, Jul 2042, Oct 2042, Jan 2043, Apr 2043, Jul 2043, Oct 2043, Jan 2044, Apr 2044, Jul 2044, Oct 2044, Jan 2045, Apr 2045, Jul 2045, Oct 2045, Jan 2046, Apr 2046, Jul 2046, Oct 2046, Jan 2047, Apr 2047, Jul 2047, Oct 2047, Jan 2048, Apr 2048, Jul 2048, Oct 2048, Jan 2049, Apr 2049, Jul 2049, Oct 2049, Jan 2050, Apr 2050, Jul 2050, Oct 2050, Jan 2051, Apr 2051, Jul 2051, Oct 2051, Jan 2052, Apr 2052, Jul 2052, Oct 2052, Jan 2053, Apr 2053, Jul 2053, Oct 2053, Jan 2054, Apr 2054, Jul 2054, Oct 2054, Jan 2055, Apr 2055, Jul 2055, Oct 2055, Jan 2056, Apr 2056, Jul 2056, Oct 2056, Jan 2057, Apr 2057, Jul 2057, Oct 2057, Jan 2058, Apr 2058, Jul 2058, Oct 2058, Jan 2059, Apr 2059, Jul 2059, Oct 2059, Jan 2060, Apr 2060, Jul 2060, Oct 2060, Jan 2061, Apr 2061, Jul 2061, Oct 2061, Jan 2062, Apr 2062, Jul 2062, Oct 2062, Jan 2063, Apr 2063, Jul 2063, Oct 2063, Jan 2064, Apr 2064, Jul 2064, Oct 2064, Jan 2065, Apr 2065, Jul 2065, Oct 2065, Jan 2066, Apr 2066, Jul 2066, Oct 2066, Jan 2067, Apr 2067, Jul 2067, Oct 2067, Jan 2068, Apr 2068, Jul 2068, Oct 2068, Jan 2069, Apr 2069, Jul 2069, Oct 2069, Jan 2070, Apr 2070, Jul 2070, Oct 2070, Jan 2071, Apr 2071, Jul 2071, Oct 2071, Jan 2072, Apr 2072, Jul 2072, Oct 2072, Jan 2073, Apr 2073, Jul 2073, Oct 2073, Jan 2074, Apr 2074, Jul 2074, Oct 2074, Jan 2075, Apr 2075, Jul 2075, Oct 2075, Jan 2076, Apr 2076, Jul 2076, Oct 2076, Jan 2077, Apr 2077, Jul 2077, Oct 2077, Jan 2078, Apr 2078, Jul 2078, Oct 2078, Jan 2079, Apr 2079, Jul 2079, Oct 2079, Jan 2080, Apr 2080, Jul 2080, Oct 2080, Jan 2081, Apr 2081, Jul 2081, Oct 2081, Jan 2082, Apr 2082, Jul 2082, Oct 2082, Jan 2083, Apr 2083, Jul 2083, Oct 2083, Jan 2084, Apr 2084, Jul 2084, Oct 2084, Jan 2085, Apr 2085, Jul 2085, Oct 2085, Jan 2086, Apr 2086, Jul 2086, Oct 2086, Jan 2087, Apr 2087, Jul 2087, Oct 2087, Jan 2088, Apr 2088, Jul 2088, Oct 2088, Jan 2089, Apr 2089, Jul 2089, Oct 2089, Jan 2090, Apr 2090, Jul 2090, Oct 2090, Jan 2091, Apr 2091, Jul 2091, Oct 2091, Jan 2092, Apr 2092, Jul 2092, Oct 2092, Jan 2093, Apr 2093, Jul 2093, Oct 2093, Jan 2094, Apr 2094, Jul 2094, Oct 2094, Jan 2095, Apr 2095, Jul 2095, Oct 2095, Jan 2096, Apr 2096, Jul 2096, Oct 2096, Jan 2097, Apr 2097, Jul 2097, Oct 2097, Jan 2098, Apr 2098, Jul 2098, Oct 2098, Jan 2099, Apr 2099, Jul 2099, Oct 2099, Jan 2100, Apr 2100, Jul 2100, Oct 2100, Jan 2101, Apr 2101, Jul 2101, Oct 2101, Jan 2102, Apr 2102, Jul 2102, Oct 2102, Jan 2103, Apr 2103, Jul 2103, Oct 2103, Jan 2104, Apr 2104, Jul 2104, Oct 2104, Jan 2105, Apr 2105, Jul 2105, Oct 2105, Jan 2106, Apr 2106, Jul 2106, Oct 2106, Jan 2107, Apr 2107, Jul 2107, Oct 2107, Jan 2108, Apr 2108, Jul 2108, Oct 2108, Jan 2109, Apr 2109, Jul 2109, Oct 2109, Jan 2110, Apr 2110, Jul 2110, Oct 2110, Jan 2111, Apr 2111, Jul 2111, Oct 2111, Jan 2112, Apr 2112, Jul 2112, Oct 2112, Jan 2113, Apr 2113, Jul 2113, Oct 2113, Jan 2114, Apr 2114, Jul 2114, Oct 2114, Jan 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MINES — Cont'd

Stock	Price	+ -
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Personals	17	
Happy Kids 5p	17	
News Connection	2	
Personals Leisure 20p	48	1
Group 10p	52	
o Magic Lets 1p	20	+2
o Eric 5p	21	

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WORD

CANADA

Index	Stock	High	Low	Close	Chng	Index	Stock	High	Low	Close	Chng	Index	Stock	High	Low	Close	Chng
TORONTO																	
Closing prices October 25																	
1750 Alcan Inc	\$17.16	16 1/2	17	17	+	3650 Crown Cos	\$38	38 1/2	38	-	7	1180 Mac Millan	\$15	14 1/2	15	+	1
8000 Alcan	\$12.14	12 1/4	12 1/4	12 1/4	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
13147 Alcan	\$20	20 1/2	20 1/2	20 1/2	+	30000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
18044 Alcan	\$22 1/2	22 1/2	22 1/2	22 1/2	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
6230 Alco I T	\$19 1/2	19 1/2	19 1/2	19 1/2	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
20804 BCE Inc	\$37 1/2	37 1/2	37 1/2	37 1/2	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3400 BCE D	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BC Sugar	\$14 1/4	14 1/4	14 1/4	14 1/4	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
40702 Bell	\$19 1/2	19 1/2	19 1/2	19 1/2	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
11436 BC NCS	\$21 1/2	21 1/2	21 1/2	21 1/2	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
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3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
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3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
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3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
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3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
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3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+	1	1420 Magnolia	\$15	14 1/2	15	+	1
3000 BCE	\$10	10	10	10	+	10000 Comest B	\$13 1/2	13 1/2	13 1/2	+							

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NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Continued on Page 10

NASDAQ NATIONAL MARKET

	Sales				
lv.	100m	High	Low	Last Chng	Stock
18	4	14½	24½	14½	SPaul

[illegible]

**4pm prices
October 25**

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Andrew Taylor
in Frankfurt**

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Fax 49 - 69 - 722677**

Dow falls on rising crude and programme selling

MNC Financial retreated 3% to 34%. The banking concern has agreed not to pay any dividends without approval from the Federal Reserve. It has put its MBNA America credit card unit on the block and will discontinue its commercial paper

The retreat was spurred by sharp gains in crude oil futures yesterday, reflecting renewed talk of war in the Gulf. In late trading the December contract was \$3.17 higher at \$34.25.

Citicorp lost $\frac{1}{2}$ ¢ more to $\frac{1}{4}$ ¢ in heavy trading. On Wednesday the dividend rate on one series of its preferred stock was reset at 12.5 per cent, a higher rate than expected. Today the dividend rate on another Citicorp preferred series will be reset.

Avon Products put on $\frac{1}{4}$ ¢ to

MNC Financial retreated 3% to 34%. The banking concern has agreed not to pay any dividends without approval from the Federal Reserve. It has put its MBNA America credit card unit on the block and will discontinue its commercial paper

**pected cut in
costs Nikkei**

Larger than expected cut in lending rates boosts Nikkei

retreated Y30 to Y1,700. It had risen recently on the planned first-section listing of its subsidiary Oriental Land, which operates Tokyo Disneyland.

Industrial index shed 1.41 to 1,209.54 on turnover of S\$105.42m. **KUALA LUMPUR's** composite index lost 0.44 to 512.98 on 44.1m shares.

SOUTH AFRICA

MORE institutional demand for a limited supply of quality shares kept Johannesburg on the boil. Gold shares had an

added boost from firmer bullion prices. The all-gold index surged 69 to 1,438 and the all-share index rose 44 to 2,704.

MORE institutional demand for a limited supply of quality shares kept Johannesburg on the boil. Gold shares had an added boost from firmer bullion prices. The all-gold index surged 69 to 1,438 and the all-share index rose 44 to 2,704.

As often in Italy, the tax's origins are political rather

Date	Trading Volume (million)
29 Sep	3.5
30 Sep	4.0
1 Oct	5.5
2 Oct	9.5
3 Oct	7.5
4 Oct	6.5

Dealers have complained that the government should have waited and introduced the new tax as part of the wider market reform currently being debated. And the banks

again, the problems over
bourse reform required no
crystal balls. After an upsurge
of enthusiasm in early sum-
mer, the crucial new law creat-
ing a Società di Intermedia-
zione Mobiliare (Sim), Italy's

mittee is unlikely to return to the Sims much before mid-November. With parliament winding down around December 10, prospects for passing Milan's much needed modifications this year do not look good.

government's austerity package, due today. In the interim, volume rose from SKr155m to a "modest" SKr224m, and the Affärsvärlden general index by 4.5 to 947.0.

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NATIONAL AND REGIONAL MARKETS		THURSDAY, OCTOBER 28 1990										WEDNESDAY, OCTOBER 24 1990										DOLLAR INDEX	
Figures in parentheses show number of lines of stock	US Dollar Index	Days Change %	Pound Sterling Index	DM Index	Local Currency Index	Local Currency % chg on day	Gross Yield	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local Currency % chg on day	Gross Yield	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local Currency % chg on day	Gross Yield	Year to Date (Approx)	
Australia (77)	128.30	+0.7	97.37	103.16	100.96	106.83	+0.0	7.10	127.37	96.44	103.05	99.79	100.80	158.31	123.49	104.06	104.06	104.06	104.06	104.06	104.06	104.06	104.06
Austria (151)	214.89	+0.5	163.09	173.78	168.09	165.47	+0.5	1.52	213.67	161.94	173.05	167.57	167.56	256.83	178.75	160.25	178.75	160.25	178.75	160.25	178.75	160.25	
Belgium (51)	141.45	+0.6	107.35	113.72	111.30	108.48	+0.8	5.34	140.57	106.44	113.73	110.73	107.84	106.02	126.57	140.88	106.02	126.57	140.88	106.02	126.57	140.88	
Canada (120)	134.26	+0.3	94.61	100.23	98.08	105.39	+0.2	3.78	134.30	94.12	100.57	97.98	106.22	159.81	121.24	147.79	97.98	106.22	159.81	121.24	147.79	97.98	
Denmark (33)	253.33	+0.4	94.83	105.47	105.32	124.90	+0.3	1.44	253.38	105.32	124.90	105.32	124.90	105.32	124.90	105.32	124.90	105.32	124.90	105.32	124.90	105.32	
Finland (25)	120.19	+1.7	75.80	81.37	75.63	76.15	+1.2	3.60	99.53	75.38	80.54	77.97	75.27	122.29	99.81	124.68	75.27	122.29	99.81	124.68	75.27	122.29	
France (122)	140.80	+1.5	106.68	113.21	110.78	111.93	+1.0	3.58	142.92	108.21	115.63	111.96	113.04	108.85	124.88	132.85	111.96	113.04	108.85	124.88	132.85	111.96	
Germany (91)	118.63	+1.8	100.95	105.40	93.34	93.34	+1.3	2.43	120.74	91.43	97.71	94.60	94.60	144.63	101.38	97.29	94.60	144.63	101.38	97.29	94.60	144.63	
Hong Kong (48)	154.91	+0.4	94.83	105.47	105.32	124.90	+0.3	1.44	253.38	105.32	124.90	105.32	124.90	105.32	124.90	105.32	124.90	105.32	124.90	105.32	124.90	105.32	
Ireland (20)	164.99	+0.6	125.22	132.66	129.83	131.05	+0.4	3.59	166.05	127.74	134.38	130.11	131.60	126.57	135.04	160.64	131.60	126.57	135.04	160.64	131.60	126.57	
Italy (91)	88.78	+0.6	67.38	71.38	69.86	70.18	+0.1	3.27	89.30	62.72	72.26	69.86	73.26	109.88	80.72	87.12	73.26	109.88	80.72	87.12	73.26	109.88	
Japan (454)	141.31	+2.5	107.24	115.62	111.20	115.62	+2.3	0.74	147.81	104.35	111.60	107.89	111.50	129.26	106.98	109.02	111.50	129.26	106.98	109.02	111.50	129.26	
Malaysia (35)	219.58	+0.4	94.83	105.47	105.32	124.90	+0.3	1.44	253.38	105.32	124.90	105.32	124.90	105.32	124.90	105.32	124.90	105.32	124.90	105.32	124.90	105.32	
Netherlands (41)	548.25	+0.7	416.85	441.63	432.19	471.72	+0.5	0.39	545.93	411.11	441.44	427.46	473.63	551.41	324.53	317.39	441.44	427.46	473.63	551.41			

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Constituent changes 25/10: Addition: Surveillance (Br.) (Switzerland), Deletion: Dumez (France), Name change: Lyonnaise des Eaux to Lyonnaise des Eaux-Dumez (France).

RECRUITMENT

JOBS: Discrimination complaint leads to dropping of most accurate executive-selection tests

EMPLOYING people these days is no task for the unwary. Witness what has happened to London Underground in the aftermath of the fire at its King's Cross station in November 1987, in which 31 people died and many were injured.

Desmond Fennell QC, who led the inquiry into the fire, seemed in no doubt of the main lesson to be learned. After referring to the numerous men and women he had questioned, he concluded his judgment: "If their answers and this Report serve the ends of safety and remind people that above all they must place safety first, the investigation will have achieved its goal."

London Underground's chiefs evidently agreed with him, because they told the inquiry they were taking steps to ensure passengers' safety. The steps included improving the quality of the company's management, not least by creating new jobs for "centurion managers" who would have charge of up to 100 staff. The holders of such posts, Mr Fennell said, "will be selected more on merit and qualified to a higher standard."

Large numbers of staff from various ethnic backgrounds applied for the centurion jobs, and the company set about deciding whom to appoint. Four selection methods were used: a structured interview, and a personality measure and two reasoning tests devised by the Saville and Holdsworth psychological consultancy. One of the tests was of verbal reasoning

Question of whose safety should come first

— the ability to draw accurate conclusions from pieces of written English, and the other of numerical understanding.

After a while the job-performance of about 50 of the new managers was rated by their own bosses. The ratings were compared with the centurions' expected performance as predicted by the selection methods. The two reasoning tests were the most accurate. Although far from perfect, they were proved to be markedly more predictive than either the interview or the personality measure.

But London Underground has dropped the reasoning tests as an executive-selection tool.

It has apparently done so because a rejected candidate complained that they were unfairly discriminatory. There were clear variances in the reasoning scores of applicants from different ethnic backgrounds. Whites as a group did better than Asians who in turn did better than Afro-Caribbeans.

Saville and Holdsworth claims that the variances result from inequalities in education and training. The consultancy points out that the worst performers on the tests were older Afro-Caribbeans who look to have come to Britain as adults in the 1950s and 60s, which would have left them at an educational disadvantage to

people who went to school here. The score variances were less marked among the younger members of the different ethnic groups. So, if that claim is right, the inequalities could be removed over time by improvements in education.

Even so, there remains the question of what London Underground and other employers of mixed workforces should do meanwhile. It is understandable that they should want to save themselves internal troubles arising from selection procedures weighted against present-day members of particular groups. But, to the extent that accurate executive-selection enhances the well being of customers, their safety surely ought to come first.

Pay progress

NOW to the table alongside which gives an idea of the typical pay progression in three types of specialist work in Britain — finance, personnel, and engineering. In doing so, it also suggests why talented young people seem less and less keen to become engineers.

The figures come from surveys by the Remuneration Economics consultancy. Anyone wanting the full reports, which give much more data than I have room for, can obtain them at a price from Peter

Stevens at 51 Portland Rd, Kingston upon Thames, Surrey KT1 2SH; tel 081 549 8726, fax 081-641 5705.

For each kind of work in each of seven ranks, the table gives the standard range

of pay indicators both for basic salaries and for all cash rewards including bonuses and such. The lower quartile refers to the person a quarter way up from the foot of a ranking of all in the same

work and rank, the median to the one mid-way, and the upper quartile to the one a quarter way down from the top. The finance and personnel surveys were made last month, the engineering study in July. On Mr Stevens's advice I have adjusted for the time difference by increasing the engineers' pay figures by 2.3 per cent.

Michael Dixon

Rank	Specialism	Lower quartile		Median		Upper quartile		Average		% who were paid bonus	Bonus as % of recoverable average earnings	% with car	% with fuel	% with 5-plus holiday
		Basic salary	Total money reward	Basic salary	Total money reward	Basic salary	Total money reward	Basic salary	Total money reward					
Director	Finance	41,833	45,257	52,000	54,880	70,413	78,500	62,670	68,416	61.5	14.3	94	59	46
	Personnel	41,000	45,000	47,780	50,000	62,391	68,000	52,409	58,455	73.3	13.3	97	65	40
	Engineering	32,830	33,471	40,082	42,824	48,799	52,122	41,474	44,042	45.5	11.1	94	45	27
Head of function	Finance	31,500	33,000	38,220	40,500	48,300	50,500	40,147	42,483	55.0	9.5	82	45	27
	Personnel	28,500	29,500	34,101	36,743	42,000	44,000	35,388	37,457	58.7	9.0	88	39	46
	Engineering	26,400	26,884	30,582	31,336	35,974	37,949	31,712	32,846	45.5	7.3	82	33	39
Head of dept.	Finance	27,800	28,500	32,400	33,131	37,800	39,266	33,416	34,881	52.5	7.5	84	29	40
	Personnel	24,900	25,703	28,859	30,083	34,508	36,505	28,885	31,351	58.5	7.6	86	28	43
	Engineering	24,630	25,039	27,500	28,301	31,282	32,622	28,351	29,199	51.4	6.9	85	17	32
Section manager	Finance	23,320	24,255	28,887	29,500	34,248	35,350	28,430	30,486	51.7	6.6	77	23	35
	Personnel	22,000	22,780	25,000	25,883	28,830	30,442	25,743	26,594	49.7	6.1	74	19	38
	Engineering	21,871	22,177	24,823	24,885	27,717	28,464	25,511	25,823	48.5	6.4	72	6	41
Section leader	Finance	21,250	21,840	25,800	26,537	29,619	30,580	25,798	26,572	52.2	5.7	65	14	34
	Personnel	19,348	20,037	22,150	22,282	25,000	25,150	22,403	22,554	49.1	7.2	42	13	35
	Engineering	19,894	20,027	21,635	22,025	24,302	24,852	22,586	22,874	49.9	6.0	30	6	26
Senior staff	Finance	18,725	19,008	21,500	22,000	24,852	25,649	22,101	22,712	46.4	5.5	25	7	34
	Personnel	16,500	17,065	18,450	18,983	20,424	21,216	18,995	19,188	45.8	6.4	22	6	31
	Engineering	17,085	17,213	18,982	19,120	21,613	22,017	19,891	20,091	47.4	5.6	16	2	32
Staff	Finance	14,389	14,710	17,109	17,545	20,000	20,280	17,480	17,854	35.7	5.4			
	Personnel	13,557	14,000	15,284	15,818	17,500	17,850	15,587	16,043	42.8	6.1	18	3	23
	Engineering	14,389	14,482	16,557	16,188	19,009	19,326	17,121	17,249	16.5	4.6	20	2	35

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The Courts and Legal Services Bill now before Parliament includes wide-ranging proposals with the aims of developing new or better ways of providing legal services, and a wider choice of the people who provide them, whilst safeguarding the administration of justice. The Bill establishes two bodies to help give effect to these aims.

The Lord Chancellor's Advisory Committee on Legal Education and Conduct

The Lord Chancellor's Advisory Committee on Legal Education and Conduct will be a major force for change in the future of the legal profession in England and Wales. The Committee's advice will cover all aspects of the training needed to provide legal services, and how they should be regulated. In particular, the Advisory Committee has a central role in the new arrangements proposed for deciding who should be allowed rights of audience in the courts, or the right to conduct litigation and who should be allowed to prepare applications for the grant of probate. The Committee will help shape applications to grant those rights from professional and other bodies, and offer advice to the Lord Chancellor and the four senior judges.

The Chairman will be the Rt Hon Lord Griffiths MC, who is a Law Lord. The 16 other members will comprise 7 members of the legal profession, and 9 people who are not lawyers. This is to ensure that the Committee primarily represents the views and interests of the users of legal services, but also contains wide representation from those with practical experience of providing such services.

Applications are now invited for membership of the Committee from anyone who is not a judge, a practising barrister or solicitor, or a teacher of law. In appointing these members, the Lord Chancellor must bear in mind the desirability of appointing people with experience in, or knowledge of, the provision of legal services, civil or criminal proceedings and the working of the courts, the maintenance of professional standards amongst barristers or solicitors, social conditions, consumer affairs, commercial affairs or the maintenance of professional standards in professions other than the legal profession.

Members will be expected to have a demonstrable record of achievement in their own walk of life. They will need a high level of analytical ability in dealing with complex issues, and must be robust enough to form their own clear and authoritative views on the ways in which legal services should be provided, and express them in a way which will earn the co-operation and respect of the other members of Committee and of the senior judges and lawyers with whom they will be dealing.

The Committee will be based in Central London. Appointments will be for between 3 and 5 years. A suitable fee will be paid for each day worked, plus travelling expenses. Service involves a commitment to work two or three days a month (in the early years). The Committee is expected to start work by April 1991. For further information about this appointment or an application form please telephone Alistair Shaw on 071-210 8734, or Edward Adams on 071-210 8729.

The Authorised Conveyancing Practitioners Board

The Bill makes proposals for authorising a new class of conveyancer for domestic property. Authorised conveyancing practitioners can be either individuals or bodies corporate, including the financial institutions. The Authorised Conveyancing Practitioners Board will have the responsibility of deciding who should be allowed to become an authorised practitioner, and of supervising and disciplining their activities. In particular, the Board will be responsible for enforcing regulations made by the Lord Chancellor to govern the competence and conduct of authorised practitioners.

The Board will make its own rules on how it should run, and deal with applications and with discipline. It must also establish and supervise a Conveyancing Ombudsman scheme and may set up a compensation scheme for the clients of authorised practitioners. All these arrangements will be subject to the Lord Chancellor's approval.

The Board will consist of a Chairman and between 4 and 8 other members. In making appointments, the Lord Chancellor must bear in mind the desirability of appointing people with experience in, or knowledge of, the provision of conveyancing services, the financial arrangements associated with conveyancing, consumer affairs, or commercial affairs.

Applications are invited for appointment as Chairman, or as a member of the Board. Applicants will need to demonstrate that they have a record of achievement which will command the respect of those individuals and bodies who may wish to become authorised practitioners, and of their clients and those who represent them. They will need the maturity of judgment to deal effectively both with applications, and with allegations that the rules or regulations have been breached. They will also need the intellectual ability to deal with conveyancing issues, and also with the complex issues of related financial regulation.

The Board will be based in Central London. It is likely that the Board will be at its busiest during the first 18 months to 2 years of its life, and that one or two meetings a month will be required during this period. A suitable fee will be paid for each day worked, plus travelling expenses. Initial appointments will be made for a period of up to 3 years. It is expected that the Board will begin work in March 1991. For further information about this appointment or an application form, please telephone Alistair Shaw on 071-210 8734 or Arran Elkeles on 071-210 8810.

Forms for both bodies can be obtained by writing to R 418, Lord Chancellor's Department, Trevelyan House, Great Peter Street, London SW1P 2BY.

All forms should be returned by Monday 19 November 1990.

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FINANCIAL TIMES
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MERGERS AND ACQUISITIONS, LEVERAGED BUYOUTS: their success depends as much on high quality research as financing. The ability to gather and analyse information and generate innovative ideas for our clients, has made Bankers Trust a major force in Corporate Finance. It calls for research and information that is always one step ahead of the field.

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ACCOUNTANCY COLUMN

Heading for the dawn of the Euro accountant

David Waller looks at EC moves to establish internationally recognised accountancy qualifications

ON January 4 next year, a Pandora's box is set to spring open, with incalculable consequences for the accountancy profession in Britain and continental Europe.

On that day, the European Commission's directive on mutual recognition of professional qualifications has to be incorporated in the national law of EC member states.

The principle behind the directive - which applies to many professions other than accountancy - is that people who have earned a professional qualification in one member state must be able to become a full member of the equivalent profession in another member state, with the right to use the relevant professional titles and letters after their name, without having to requalify.

Thus, in the context of the accountancy profession, members of the Italian Consiglio Nazionale dei Ragionieri e Periti Commerciali, or the Institut Français des Experts Comptables, not to mention the German Institut der Wirtschaftsprüfer, will be able to become chartered accountants as an absolute right.

Similarly, members of the Institute of Chartered Accountants in England & Wales (ICAEW), the Institute of Chartered Accountants of Scotland

and the Chartered Association of Certified Accountants, will be able to decamp to France, Germany or Italy to set up shop as *experts comptables*, *Wirtschaftsprüfer* or *dottori commercialisti* and *ragionieri* respectively.

Insofar as one country's qualification falls short of another's, so-called "migrant accountants" will have to make good that deficiency either by taking aptitude tests or undergoing a period of supervised work experience.

People who have earned a professional qualification in one member state must be able to become a full member of that profession in another state.

All the EC's accountancy bodies have decided that accountants making the switch will have to take, at the very least, an exam in local law.

The background to this radical development dates back to the 1957 Treaty of Rome itself, the purpose of which was to free the markets for goods and services. Early attempts to harmonise the professions by introducing legislation for each discipline floundered in a

bureaucratic mire. The Architects' Directive, for example, took 17 years to finalise; a directive dealing with engineers has been on the drawing board since 1969.

By 1985, the commission had had enough of the "sectoral" approach and in December of 1988, the Council of Ministers approved the mutual recognition directive. The EC had abandoned any idea of harmonising the professions. Thus, in the words of the UK's Department of Trade and Industry, "avoiding the complexities of trying to agree a common curriculum for all EC professionals in a given field".

The mutual recognition approach is nevertheless fraught with complexities, as Mr John Williams, director of international affairs at the ICAEW has found in the past few months. His job has been to negotiate the bilateral agreements with equivalent professional bodies on the continent that define the areas in which qualifications are "deficient", and consequently which exams must be taken to bring the migrant accountant's training up to scratch.

The directive applies only to regulated professions - those "whose practice is in some way regulated directly by the state", for example, auditing or insolvency work. However,

there are special rules for the UK because most professions here are not regulated by the state but by chartered bodies.

For the purposes of the legislation the chartered bodies are deemed to be "regulated", a nuance which gives rise to a significant inconsistency. It is not clear that "mutual recognition" will allow UK chartered accountants to do on the continent all the work they do in the UK, for example insolvency and general consultancy. It may, however, allow people with lesser qualifications on the continent to muscle into chartered accountants' markets in the UK.

Thus, in France and Italy, insolvency work can only be done by the legal profession, not by accountants. A French or Italian accountant will be able to become a chartered accountant and do insolvency work in the UK, but UK accountants will not be able to do insolvency work in France and Italy in return.

The directive is drafted in general terms so as to accommodate numerous professions, from librarianship to metalurgy, and as a result is vague on this and other crucial issues. Another difficulty is that the mutual recognition approach enshrines many restrictive practices which inhibit competition, contrary

to the spirit of the Treaty of Rome and certainly contrary to the interests of the big firms. Advertising, for example, is not allowed in several member states, and will remain prohibited under the new regime.

Uncertainties apart, one early consequence of the directive is likely to be "training arbitrage". The bright young German students are unlikely not to notice that the path to becoming chartered accountants is less arduous than that leading to the *Wirtschaftsprüfung*.

By 1985 the EC had abandoned any idea of harmonising the professions, 'avoiding the complexities of trying to agree a common curriculum'

fer qualification.

To become a chartered accountant in the UK one must have a first degree and then spend three years under training contract, whereas in Germany the post-degree qualification is five years. Here, the degree can be in any subject, from anthropology to the history of art, whereas in Germany it should normally be economics.

From January, Germans will

be able to become chartered accountants and then switch to being fully-fledged *Wirtschaftsprüfer*. Tests will still have to be undergone, but they will not be as severe as the normal path into the Institut der Wirtschaftsprüfer (IDW). Moreover, UK firms will be able to train chartered accountants on German soil.

(No "round-tripping" will be allowed: though it may be possible for a UK certified accountant to become a *Wirtschaftsprüfer*, the status of *Wirtschaftsprüfer* will not enable the certified accountant to become a chartered accountant.)

From the UK perspective, the directive may seem a big threat to the integrity of the chartered accountancy brand, allowing in hordes of continental accountants with entirely different training backgrounds.

However, continental accountants are likely to see the directive in a rather different light: in Germany, for example, no doubt *Wirtschaftsprüfer* will be horrified by the prospect of a proliferation of under-trained Anglo-Saxon accountants tarnishing their rigorous standards.

In time, there will be a struggle between the EC's myriad professional bodies to establish the pre-eminent qualification for Europe as a whole.

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FINANCIAL TIMES FRIDAY OCTOBER 26 1990

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North West

With an innovative, forward-thinking approach and the highest standards of customer care, our client is a leading UK 'service provider' in a truly dynamic communications sector. Following impressive recent growth, current turnover is £80 million and the company is now looking for a qualified Accountant to take full responsibility for its finance and accounting function...

In this wide-ranging role that reports to the Managing Director, you will make an important policy contribution as well as providing effective financial direction, strengthening controls and reporting in all aspects of the business. As the company continues to expand, there is also likely to be considerable involvement in acquisition appraisal and subsequent integration.

c.£42,000 + car

Probably aged 35-45, you should have a mature and pragmatic personality, a determination to succeed and a proven ability to motivate a team of people. With significant commercial or industrial experience - ideally but not necessarily in the Financial Services sector - you will be well established as a senior financial manager in a medium to large company.

In return, the salary and benefits package will not pose a problem for the right applicant and will include relocation assistance, where appropriate.

Please write in confidence enclosing a CV and salary details to Jonathan Warnock quoting reference JW/937.



Peat Marwick Selection & Search
7 Tib Lane, Manchester M2 6DS

FINANCIAL ANALYST

This is a privately owned property company with an outstanding record of innovation and achievement. It is currently adding to its international portfolio with a multi-million pound development programme in the UK. Its management has an outstanding reputation for commercial judgement and the ability to implement complex and ambitious schemes successfully.

An excellent opportunity exists within their Business Appraisal Department for two individuals to make a positive contribution to the company's future. Reporting to the Business Appraisal Manager, responsibilities will include the analysis of business projections and property based deals, along with the production of financial analyses for presentations to potential tenants. The position also embraces a range of project work, which is of a commercial nature. This highly proactive role requires a considerable level of commercial judgement as well as first class technical ability.

Candidates will ideally be aged 26-35, qualified Accountants with 1-5 years PQE. Analytical and possessing sound commercial judgement, you will be able to communicate clearly with both financial and non-financial management. Excellent financial modelling experience and exposure to tax issues are pre-requisites, as is the commitment to achieving results of the highest quality.

Please apply directly to Ingrid Flannery at Robert Half, Freeport, Walter House, Bedford Street, 418 The Strand, London WC2R 0BK. Telephone: 071-836 3545 or evenings on 081-995 2960. Alternatively, fax your details on 071-836 4942.

Financial Recruitment Specialists
London · Birmingham · Windsor · Manchester · Bristol
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PALLAS LEASING GROUP LTD

PALLAS LEASING GROUP LTD
(A Member of the S G Warburg Group)
EUROPEAN CONTROLLER

Pallas provides sales-aid and other specialist forms of financing for manufacturers and major suppliers in the business equipment, computer and industrial plant markets. Pallas is now looking to continental Europe for further growth opportunities and has already established self-accounting operations in Germany, France and Portugal.

Pallas wishes to recruit an accountant to coordinate these activities in the following areas:

- Financial and management reporting
- Budgets and forecasts
- Financial controls
- Special assignments.

The successful candidate is likely to have trained with a large firm and to have had 2-3 years post-qualification experience outside the profession in a commercial environment. A knowledge of leasing and of languages, particularly French, is desirable but not essential. 50% overseas travel is envisaged.

An attractive salary will be offered, together with a company car, mortgage subsidy, profit share, private medical insurance etc.

CVs should be sent to Miss A E Harding at:

Pallas Leasing Group Ltd, Castlemead, Lower Castle Street, Bristol, BS1 3AG

Appointments Advertising

appears every

Wednesday
&
Thursday
&
Friday

(International
Edition Only)

For further
information
please call:

Jennifer Hudson
0710873 3607

Richard Jones
071-873 3460

Georgina Harris
071-873 3392

Denise Harris
071-873 3199

LAND AUTHORITY FOR WALES



DEPUTY CHIEF

EXECUTIVE/FINANCIAL CONTROLLER

circa £43,000

Applications are invited from Accountants experienced in financial, managerial and property matters for the above post.

The post holder will act for the Chief Executive in his absence and will be responsible to him for advice and executive action for all the financial, administrative and personnel affairs of the Authority. The successful applicant will have a sound experience of finance and accountancy, proven managerial skills and be able to exhibit a mature judgement.

The Deputy Chief Executive's role, which incorporates control over administration and personnel, is combined with one of the professional Chief Officer posts within the Authority, as appropriate. For the purpose of external applicants on this recruitment, it is combined with the Financial Controllers post.

Completed applications to be returned by Monday 12 November 1990.

For further information, please contact Miss J. Locke

LAND AUTHORITY FOR WALES

Custom House Customhouse Street Cardiff CF1 5AP
Telephone: 0222 223444

The Woolwich is the third largest Building Society in the UK with assets of more than £17 billion and a countrywide network of 540 branches. In addition to maintaining a wide range of financial services products, the Woolwich has formed a number of subsidiary companies with activities ranging from housing development and the provision of estate agency to the operation of financial services companies in other countries within the EC.

AUDIT MANAGER

Bexleyheath, Kent

Salary Package c.£40,000

The Internal Audit Department is being restructured to enable it to keep pace with the business developments in this dynamic environment. The Society now wish to appoint an Audit Manager whose brief will be to help enhance and develop the audit strategy and function. Reporting to the Group Head of Audit and managing some thirty five staff, the successful candidate will be responsible for the internal audit of branch, head office and subsidiary operations.

Candidates should be qualified accountants with at least five years' post qualification experience which should include senior internal audit management in a medium to large organisation. They should have excellent communication skills and be able to motivate and lead a professional team.

The position offers excellent benefits including company car, performance related pay, profit bonus scheme, BUPA membership and concessionary mortgage facilities.

Interested applicants should write with a full c.v. to: Martin Plummer, Personnel Manager, Woolwich Building Society, Corporate Headquarters, Watling Street, Bexleyheath, Kent DA6 7RR.

We are an equal opportunities employer

WOOLWICH
— BUILDING SOCIETY —

FINANCE MANAGER

KENT

This Company is a recently acquired subsidiary of a multi-national American owned Industrial Group whose management style combines delegated authority with strong financial disciplines.

To allow the Company to benefit from this philosophy the Group wishes to appoint a Finance Manager. Reporting to the Financial Controller, he/she will be responsible, with the assistance of a small supporting team, for major aspects of the management reporting package, including the preparation of monthly, quarterly and annual financial statements.

The immediate project is a thorough and commercial review of the management information system with particular emphasis on manufacturing costing systems.

c.£27,000 + CAR + BENEFITS

This role will therefore be highly visible and requires business awareness as well as "hands-on" technical and managerial skills.

Candidates will be qualified accountants with experience of operating in an industrial environment and who possess the drive to make a significant impact on the profitability of the business. To match your talents the Group offers an attractive package but more importantly success in this role will be rewarded by rapid career advancement within the Group's European sphere of activities.



Interested applicants should reply in confidence, detailing career and salary, to Tony Hodgins ACA, at Wheale Thomas Hodgins PLC, Berwick House, Livery Street, Birmingham B3 2PB.

Financial Controller

Central London - c. £30k + car + options

Dolphin is an outdoor advertising contractor with a national presence and turnover in excess of £10m. Rapid growth over the past two years has propelled Dolphin into the number three position within the UK market and our future plans foresee continued expansion of the business.

Reporting directly to the Managing Director you will be responsible for the entire finance function, ensuring the maintenance of tight financial controls and discipline, developing further the comprehensive suite of business systems and managing a small finance team. As a key member of the senior management team you will be expected to make a

positive contribution towards the operational and strategic development of the business.

Candidates should be qualified accountants with a sound knowledge of computer systems, well developed financial management skills and sound commercial judgement. Previous experience in advertising or a related media business would be an advantage, together with the commitment, energy, enthusiasm and interpersonal skills to thrive in a fast moving environment.

This is an outstanding opportunity in a very challenging position and the benefits package will be tailor-made for the right candidate.

Please send full personal and career details to: Michael Moore, Group Finance Director
Dolphin Media Limited, Dolphin House, 37 Chapel Street, London NW1 5DP

This position is being re-advertised, previous applicants need not apply.

DOLPHIN

ASSISTANT COMPANY SECRETARY

SHEFFIELD

Strong management and excellent capital resources have meant that this manufacturing Group is experiencing continued, profitable growth both by asset acquisitions and by organic development.

This expansion has led to the need for a talented professional to join the management team as Assistant Company Secretary. The position will have responsibility for the usual company secretarial matters as well as having a major impact on a broad range of related administrative systems within the Group. In addition there will also be opportunities for involvement with the Group's tax affairs. The successful recruitment of this Assistant Company Secretary is

c. £30,000 + CAR

regarded as vital to the continued growth of the business. Candidates will be either company secretaries or qualified accountants who have relevant experience in managing the requirements of an international and acquisitive Group. You will need to possess the unusual combination of technical expertise, commercial judgement plus outstanding administrative flair. It would also be an advantage to have had some experience of corporation tax matters.



Interested applicants should reply in confidence, detailing career and salary, to Tony Hodgins ACA, at Wheale Thomas Hodgins PLC, Berwick House, Livery Street, Birmingham B3 2PB.

CENTRAL
LONDON

Lautro

to £33,000
+ CAR

Financial Controller

Lautro, the Life Assurance and Unit Trust Regulatory Organisation, was established following the 1986 Financial Services Act to regulate the marketing of life assurance and unit trust products. This high profile organisation now has some 650 members which include some of the UK's largest financial services companies. Its income is predominantly derived from annual membership subscriptions.

Reporting to the Chief Policy and Administration Officer, the Financial Controller will have direct responsibility for the finance function. Specific tasks include the provision of all financial and management information; development of structured and sophisticated financial controls; and computer systems; treasury management; and taxation.

Candidates will be Chartered or Certified Accountants with 18 months post qualification experience. Aged 27-32, conversant with Financial and Management Accounting and with practical experience of computers, they should be confident, hands-on and proactive. Strong communication skills and an ability to work effectively in a team environment are natural prerequisites.

Please send full personal and career details, including a daytime telephone number, in confidence, to Mark Spickett, Coopers & Lybrand Deloitte Executive Resourcing Ltd, 76 Shoe Lane, London EC4A 3JB. Please quote reference 5417/FT on both envelope and letter.

Coopers
& Lybrand
DeloitteExecutive
Resourcing

GROUP MANAGEMENT ACCOUNTANT

A key contribution to successful investment
c.£40K package plus benefits Age 28-38

3i is Britain's biggest venture capital company. We invest in a broad range of companies, helping them to change and grow. With over 4,000 investments worldwide, our investment portfolio was valued at over £2.5 billion at the 31st March 1990. During the last financial year we invested £597 million in 1,026 companies.

We are installing new systems, based on HP8000 computers, which will provide for our accounting and management information needs into the 1990's. The development of a high-profile management accounting service within the group is the basis of the challenge we now offer an ambitious accountant.

You will be responsible for the preparation of group management accounts and budgets, together with a variety of other analyses for management and statutory requirements. Additionally, you will maintain valuations and provisions records for all 3i investments as an integral part of our annual and half-yearly accounting routines. You will manage, motivate and develop a high

calibre team and you will liaise extensively with senior management.

The need is for a graduate qualified accountant with at least five years experience of sophisticated management accounting and information systems, ideally gained within the financial sector. You must be fully conversant with Lotus 1-2-3 and have substantial experience of using and developing computer systems. An enthusiastic, "steep up" approach, an appetite for challenge and the ability to work under pressure will be essential.

Salary package will be around £40,000 plus comprehensive benefits including relocation assistance where appropriate and excellent prospects of developing your career with a market leader.

Please send your c.v. to: Paula Bates, Personnel Manager, 31 plc, 31 Homer Road, Solihull, West Midlands B91 3QA. Closing date Friday 9th November.



MAKE IT YOUR BUSINESS TO CHANGE

Financial Controller

Rural East Midlands to £33,000 + Car + Relocation

Our client is looking for more than your expertise and ability to head a financial function. This is a company where enterprise is foremost and business initiative is expected of all senior managers.

Housed in purpose-built premises in an attractive part of the East Midlands, the company plans a rapid expansion which will bring it to the forefront of its industry. It aims to achieve this through hi-tech innovation and the development of new applications for the product range. You would play an important part in this exciting period of change.

Your responsibilities will include:

- * Financial management of the company.
- * Development and control of MIS systems.
- * Strategic planning.

Moreover, you will also be an integral member of the decision-making team.

So in addition to at least 3 years' post-qualification experience, preferably in a fast-moving environment, you must have the drive and flexibility to make a major contribution to the business.

In return, our client offers a salary that will fully reflect your experience, plus an executive car, pension scheme and relocation package.

Interested applicants should send a comprehensive CV to Richard Andrews at Michael Page Finance, Imperial Building, Victoria Street, Nottingham NG1 2EX.



Michael Page Finance

International Recruitment Consultants

London Bristol Windsor St Albans Leatherhead Birmingham Nottingham
Manchester Leeds Newcastle-upon-Tyne Glasgow & Worldwide

a move towards
treasury

GROUP FINANCE MANAGER

Hampton Court

c£30,000 + car + bonus

Financed by substantial US venture capital, our client, through a series of strategically planned acquisitions, has become a key player in the international pharmaceutical services industry. Revenues in 1990 will exceed \$100 million.

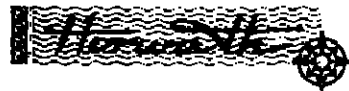
The international headquarters has a small highly professional Corporate Finance Department. In order to strengthen it further, a Chartered Accountant aged up to 30, with commercial and preferably some treasury experience, is offered an important role. Reporting to the Group Chief Accountant, specific responsibilities will embrace the international treasury function, monitoring and improving operating companies' cash flows, and group tax planning. Ad hoc tasks will cover reporting, planning and acquisitions.

This is an exciting time to join such a group where initiative, hard work and bright ideas are well remunerated. There will be opportunities for some overseas travel.

Please write, enclosing a full career/salary history and daytime telephone number, to John Sleight FCCA quoting reference J/951/F.

STOY HAYWARD

A member of Horwath International



TAX DRIVEN FINANCIAL PLANNING

No. 2 Role
To £65,000 + Car

Brewer Morris
Pure Taxation Recruitment

The last decade has seen the transformation of Stoy Hayward from a predominantly London based practice with a sound reputation in certain specialist areas, into one of the leading firms in the country. With over 1500 staff and 120 partners nationally they successfully combine technical skills with commercial flair and acumen.

One of the most dramatic success stories has been the Personal Financial Planning Group, built from scratch in two years to fee income well in excess of £1.5 million. The team consists of 15 fee earners providing advice on all aspects of pension schemes and investment, products being directly placed through its own brokerage.

The group requires a No. 2 to the partner, deputising fully in his absence and based in London. This is a critical appointment for the firm and responsibilities will include the management and supervision of tax and P.F.P. staff, their recruitment and/or replacement, management of budgets, and billing. Technically the role will have a much greater emphasis on mixed/personal tax experience, rather than P.F.P. in isolation.

Suitable individuals will be aged in their 30's or 40's, with a strong personality, proven management skills and preferably a background in mixed tax within a "top 20" firm of Chartered Accountants. Some exposure to P.F.P., or a strong interest in this area would be useful.

For further information contact:

Mark Brewer on (071) 936 2040

Brewer Morris, Ludgate House, 107 Fleet Street, London EC4A 2AB.
Evenings & Weekends: (081) 948 7703.

Bankers Trust is a leader in the field of global merchant banking with a well established reputation for creativity and innovation across a wide range of businesses. One of the largest and most profitable of these is Global Markets, the trading and investment banking division. To strengthen their Financial Control Group they are seeking two

OUTSTANDING YOUNG ACCOUNTANTS

to work in the product groups which provide a full accounting service, with international scope, to the sales and trading areas in London.

Preferred backgrounds include:

- graduates aged between 25-35 years
- accounting qualification or MBA
- strong analytic and numeracy skills
- high intellect and creativity
- good communication and persuasive ability.

Ideally, candidates should have worked with one or more of the following capital markets or trading products, such as equity and interest rate derivatives, foreign exchange, futures, gilts, bonds or commodities. Familiarity with these products may have come through a background in banking financial control, audit, consultancy or corporate treasury.

These positions are ideal for young accountants of exceptional potential, motivated to accept the challenge and career opportunities of one of the world's leading financial institutions.

Remuneration, by individual negotiation, will be a comprehensive package including car and mortgage assistance. Location: City.

Apply in the first instance to David Thompson, Haymarket Consultants, 1 Golden Court, The Green, Richmond, Surrey TW9 1EU with a full c.v. including details of your current remuneration.

Bankers Trust
Company

HAYMARKET
consultants

A specialist division of Korn/Ferry International

EUROPEAN FINANCE MANAGER

To £30,000

+ Bonus

+ FR Car

+ Bikes

+ Bikes

+ Bikes

+ Bikes

+ Bikes

+ Bikes

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With a major presence across the globe, our Client is a world leader in fast moving consumer goods. As a result of internal promotion a challenging position has arisen for an ambitious qualified Accountant to manage the company's European planning, reporting and analysis function.

This is an attractive opportunity for the successful candidate to make a real contribution to the development of the company during a period of exciting and rapid change for the business in Europe. Responsibilities will include developing and reviewing financial plans, forecasts and budgets for the company's European activities. Encompassing some international travel, you will also be involved in financial systems development and ensuring that all financial reporting and planning procedures focus clearly on business needs.

Suitable candidates should possess European or International finance experience, and familiarity with US GAAP will be advantageous. An ability to communicate effectively and diplomatically with both financial and non-financial staff across Europe will be essential, though languages are not a prerequisite. Above all you will be computer literate and able to work as part of a highly motivated team.

Please apply directly to Marc Eschancier at Robert Half, Freeport, Princess Beatrice House, Victoria Street, Windsor, Berks SL4 1YY. Telephone: 0753 857777, or evenings on 071-350 1738. Alternatively, fax your details on 0753-841676.

Financial Recruitment Specialists
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ROBERT HALF
Financial Recruitment SpecialistsFINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

INVITE YOU TO A
BUSINESS BREAKFAST

TREASURY IN THE 1990's Risk taking or Risk Management?

AT THE SAVOY HOTEL, STRAND, LONDON WC2
ON WEDNESDAY 7TH NOVEMBER
8.30am - 9.30am

The talk will be given by Gerald Leahy, Director General of the Association of Corporate Treasurers and John Groat, Director of Treasury at Cadbury Schweppes plc and will cover:

- Treasury in its financial and organisational context.
- Key elements of the job.
- Managing the balance sheet in the 1990's.
- Treasury as a profession.

Gerald Leahy is Director General of the Association of Corporate Treasurers. Most of his business career was spent

with Unilever - latterly as Treasurer of Unilever plc. He also spent some years in private and merchant banking before becoming the Association's first Director General. He is a founder member of the Association and a past President.

John Groat is Director of Treasury at Cadbury Schweppes plc, where he has responsibility for the Group's Corporate Finance, Tax and Treasury Departments. He was Group Treasurer of BICC plc until the end of 1988, having previously spent 12 years with B.L. plc. He is Vice-Chairman of Council of the Association of Corporate Treasurers.

(Places at the breakfast are strictly limited.)

If you wish to attend, please contact Greg Ripley at Robert Half, Freeport, Walter House, Bedford Street, 418 The Strand, London WC2R 0BR. Telephone: 071-836 3545.

LONDON

c. £70,000 WITH BONUS + CAR

Executive Director, Finance

AEA Technology is the trading identity of the UK Atomic Energy Authority. It is a major force in the nuclear energy field, but is also diversifying into targeted markets for research and development services in other fields. This involves a fundamental programme of culture change and rationalisation. The strategy is geared to increasing profitability and acquiring a wider customer base in the UK and overseas.

As a member of the top team you will be closely involved in determining new strategies and working with other directors to implement them. Of key importance will be overseeing the development of accounting and management information systems needed to support this change of direction.

A qualified accountant, you will be already at board level in industry, possibly with a technological flavour. You will have experience of major financial systems design and

implementation, and ideally of working within a multi-sites environment involving a number of business units. The AEA operates bonus schemes, and also provides customary executive benefits and an index linked pension.

Please send full personal and career details, including current remuneration level, in confidence to Edward Simpson, Coopers & Lybrand Deloitte Executive Resourcing Ltd, 78 Shoe Lane, London EC4A 3LB, quoting reference ES752 on both envelope and letter.

Coopers & Lybrand Deloitte Executive Resourcing

DIRECTOR OF FINANCE

Design Practice

to £35,000

This successful international design practice based in Bristol has an extensive client base. Services carried out include Architecture, Engineering, Surveying and Interior Design. Following substantial growth and the creation of five offices in the South and West, a Director of Finance is required to join their energetic team.

With responsibility for the development and implementation of financial strategies, the key priority will be to enhance financial management, including working capital, financial controls and information systems. Working closely with the Board, the Director

will be actively involved in the development of the business and assessment of further opportunities. The requirement is for a qualified Accountant with approximately ten years' experience which should have included working in a partnership or a similar project based service company. A professional approach and strong communication skills are needed, coupled with a good understanding of accounting and management information needs of a developing service company.

Replies, in confidence, to Sarah Gilbert quoting reference FT/101.

KPMG

Peat Marwick Selection & Search

Richmond Park House, 15 Pembroke Road, Bristol BS8 3BG.

YOUNG TAXATION SPECIALISTS

London 1990 - Reading Autumn 1991

To £35,000 + Car

With a pre tax profit in excess of £1 billion, our client has an enviable profile in its sphere of operations. Rapid growth in its diverse businesses and an injection of new dynamic management strategies, has necessitated the expansion of the Group Taxation function.

There now exists within the department a number of vacancies for high calibre individuals to take on challenging tax roles, which will encompass elements of UK and International advisory work.

Ideally, you will be in your mid to late 20's and will have already gained a solid grounding in UK Corporate Taxation as well as having successfully completed your accountancy studies.

A working knowledge of PRT would also be highly advantageous. You will bring with you a drive and enthusiasm which will enable you to continue your career with the group both in the UK and worldwide.

As well as the advertised salary, you will be eligible for the full range of company benefits including, company share scheme and pension scheme. Where necessary, a generous relocation package is available.

To discover more regarding these exceptional opportunities, please contact Graham King on 071-437 0464, (evenings and weekends on 071-226 4557) or write to him, enclosing a detailed CV, at the address below.

ROBERT • WALTERS • ASSOCIATES

RECRUITMENT CONSULTANTS
Queens House 1 Leicester Place London WC2H 7BP
Telephone: 071-437 0464

FINANCIAL CONTROLLER

West Africa

£40,000 Tax Free + Substantial Expatriate Benefits

With a turnover in excess of £5 billion, our client is one of the world's best known names in FMCG. They now seek to further strengthen their international presence through a clearly defined strategy of expansion.

With specific attention focused on the potential that the West African markets provide, they now seek to appoint a Financial Controller to work alongside the recently appointed expatriate Managing Director.

Liaising closely with the marketing, production and distribution departments the role encompasses all areas of business support, strategy implementation and comprehensive financial management and control. The Financial Controller will also provide a full reporting service to Head Office in the UK.

Probably aged 28-40 the successful candidate will be a qualified Accountant with previous experience of financial control gained in Africa or elsewhere in the Third World. An FMCG background will be useful, while first hand experience of developing external relations and a rigorous approach to management are prerequisite. Fluency in French and English is essential.

To attract the quality of candidate that we are seeking the package will consist of a generous tax free salary, free furnished accommodation, fully expensed car plus the usual senior executive expatriate benefits.

Interested applicants should telephone Simon Hewitt on 071-437 0464, (fax 071-437 0597) or write to him, enclosing a detailed CV, at the address below.

ROBERT • WALTERS • ASSOCIATES

RECRUITMENT CONSULTANTS
Queens House 1 Leicester Place London WC2H 7BP
Telephone: 071-437 0464

Financial Controller Substantial Private Group

Outer S.E. London
New Position

£35,000 neg., Car

Our Client is a well-established, privately-owned Company with a record of sustained and profitable growth. Its annual sales revenues exceed £50 million from several successful, distinct but market-interrelated contracting, warehousing, importation and distribution businesses, each of which holds a leading position in its field.

In this newly-created role, reporting to the Managing Director, your initial task will be to review and integrate the diverse accounting, information and reporting needs of the Group companies. Specific duties, through control of a team of 40 people, will be management of the central accounting functions, Group data-processing, optimisation of company and project funding & foreign currency positions, financial supervision of group companies and ventures.

A graduate CA, CMA or CCA in your 30's to early 40's, you'll have a strong preference for effective man-management as an integral part of your job function. A credible communicator, motivator and accomplished team builder, you'll regard yourself as

having a highly practical, 'can-do' mentality with well-balanced technical skills in the above areas. Your style will have been developed in a manufacturing, distribution or industrial-services environment. In particular, since the role requires both supervision and development of the MIS/DP function, you'll have a high standard of user-driven computer literacy in both mini and micro-based systems, having specified and/or implemented them before.

This new position offers exceptional opportunities for career progress and earnings growth in an open, informal, hard-working environment where personal initiative and contribution are encouraged, recognised and rewarded. In the first instance, you are asked to write, in complete confidence, to myself as Selection Adviser to the Company, quoting reference number 9012.

Paul Lichtin, Managing Director,
Lichtin Associates Ltd.,
Margaret House, 67, Shooters Hill Road,
Blackheath, London SE3 7HS

LICHTIN
Associates

COMPANY ACCOUNTANT

From £20,000 + car + bonus.

Biggin Hill, Kent

A rapidly expanding (zero to £5.5m turnover in 5 years) joint venture between two dynamic specialist food groups needs a young but commercially experienced Management Accountant. You will be responsible for accountancy, treasury and computer systems (reporting to the Group Finance Director) as well as taking on a broader hands-on commercial role, providing full margin analysis/cost control support to the Sales Director.

If you are 25-35, computer literate, with good man-management skills and wish to play a major role in our company, please send full CV to:- Simon Blake, Leathams Larder Plc, 1 Bethwin Road, London SE5 0YJ

FINANCIAL CONTROLLER

W11

£18,000 to £21,000

Qualified Accountant with minimum three years commercial experience to run accounts for music and video plc. This "hands on" role requires knowledge of all aspects of commercial accounting procedures and computer skills.

The ability to work under pressure is an asset.

Send C.V. to the Directors:
THE FLYING MUSIC GROUP plc
FM House, 110 Clarendon Road, London W11 2HR.
Tel: 071-221 7799, Fax: 071-221 5016.

Financial Director

West London

c.£40,000 + Benefits

My client is a highly profitable computer maintenance company (T/O £8.5m) dealing with corporate clients on a contractual basis. They are experiencing excellent new business growth which has created an opportunity for a Finance Director to contribute to the future expansion of this highly entrepreneurial environment.

The position calls for an experienced manager who can prioritise tasks for an existing accounts team and quickly grasp the needs of the board for management information. Once this understanding has been achieved the successful candidate will adopt a "hands-on" approach which will be thorough but always alive to the changing needs of a dynamic environment. Above all this is a role which requires a results driven attitude by delegation where appropriate but in person when necessary.

The company is flexible in its approach to all issues but as a young organisation it is felt that qualified candidates up to age 40 will be most appropriate.

Interested candidates should telephone Richard Wilson for further information or send their c.v. to the address below.

DEVEREUX
FINANCIAL RECRUITMENT

Northumberland House • Drake Avenue • Staines • TW18 2AP
☎0784 466744 • Evenings/Weekends 0753 857807

Manchester

£25,000 + car

Chief Accountant

Our client is part of one of the country's biggest organisations. A major group of finance companies in its own right, its product range is wide, its performance to date impressive, and its development plans aggressive. It now needs a Chief Accountant who will control a small department, report to the Financial Controller, and be responsible for the preparation against tight deadlines of the monthly management and financial accounts and the statutory accounts for the five companies concerned, together with necessary consolidations and returns. Preparation and control of accurate and computerised base data will be important.

The person we seek will probably be aged late 20's, and will be computer familiar and a well qualified Chartered Accountant who will relish the fast-changing environment. Appropriate experience will have been gained in both the profession and commerce, but previous experience in the finance industry, whilst helpful, is not vital.

This is a post for an ambitious, tactful, able performer who will readily recognise the career development opportunities the post offers.

Speed is of the essence in this appointment, and letters of application, together with CV, salary progression and any other relevant data, should be sent without delay to the Managing Director, Performance Management Limited, 8th Floor, Peter House, St. Peter's Square, Manchester, M1 5BH, quoting reference P171.



Performance Management Limited
MANAGEMENT CONSULTANTS

MANAGEMENT ACCOUNTANT

£40K package + car + benefits

Our Client, a household name in Financial Services has created this new post to be responsible to the Director of Finance for overall control of internal and external reporting functions.

You will be a qualified Accountant with three years experience within the Life Insurance and Pensions Industry. You will head a group providing a full service including preparation of statutory and year end accounts, budgeting and forecasting and monthly management reports. This is a unique opportunity to initiate and develop procedures and you must have the drive and energy to integrate within a dynamic management team.

A generous remuneration package is on offer, together with excellent career prospects in this rapidly expanding company based in the Home Counties.

Applications, in strictest confidence, should be made to Tony Stevens, Christopher Little Consultants, 49 Queen Victoria Street, London EC4N 4SA. Tel: 071-236 5881.

Christopher Little Consultants
International Recruitment Specialists

Group Financial Controller

Blue Chip Plc

To £50,000 + Bonus

Gloucestershire

Opportunity for a top class accountant to take a senior management position at the heart of a major, technology driven multi-national group.

THE COMPANY

- Well established, high quality British manufacturing Plc, providing innovative systems and products to the aerospace, maritime, defence, electronics and IT industries.
- Strong profitability and balance sheet. Unbroken record of growth to a turnover of £800 million.
- Major businesses in North America and worldwide.

THE POSITION

- Lead small head office team with full responsibility for all management and statutory accounting. Report to Group Finance Director.
- Drive and upgrade the forecasting, monitoring and control process, building on strong existing information systems.

- Develop accounting policies and liaise with external auditors.

QUALIFICATIONS

- Chartered Accountant, aged 33-45, with strong technical skills and financial judgement.
- Extensive financial control experience to divisional, or preferably group level in a respected manufacturing group. International exposure.
- Confident, persuasive personality. Tough but diplomatic approach.

Please write, enclosing full cv, Ref BJ1296
NBS, Bennetts Court, 6 Bennetts Hill,
Birmingham, B2 5ST
021-235 4656

S E A S O N

FINANCIAL RECRUITING

LONDON SLOUGH BIRMINGHAM MANCHESTER BRISTOL GLASGOW

FINANCE MANAGER

Birmingham TEC at the Heart of the Business City

Birmingham

Up To £30,000 + Significant Bonus + Car

With a massive programme of industrial and commercial development well underway, Birmingham is a city with its sights set firmly on the future, a future in which the newly-formed Birmingham Training & Enterprise Council will play an important part.

Birmingham TEC is an independent company whose special focus is to foster economic growth by strengthening the city's skill base and assisting local business to compete and expand effectively.

Essential to its Business Plan, the TEC wishes to appoint an experienced Finance Manager, reporting directly to the Chief Executive, to take responsibility for all aspects of finance, accounting and personnel and to establish sound management, financial, and information systems within the Company.

Applicants should be qualified Accountants with a minimum of 5 years' post qualification experience and should offer the following:-

- demonstrable experience of financial control in a commercial service-orientated environment;
- management responsibility for the financial and administrative support functions of an organisation;
- in-depth knowledge of computerised accounting systems, coupled with personal ability in the use of PC's and spreadsheets.

This is an exciting opportunity to play a key role in a unique partnership of public and private sectors and the community and, as such, offers a salary package designed to grow in line with the future development and success of the TEC.

To apply please write, with full career details and salary, quoting reference BJ323/90, to Margaret-Anne Stocker.



Peat Marwick Executive Selection

Peat House, 2 Cornwall Street, Birmingham B3 2DL

PQE

EAST BERKS £36,000 + car

Management Consultant

Technically-stimulating project accounting based role that will appeal to a young qualified with sales flair. Working for a top five practice, you will be using your manufacturing experience to implement systems solutions at clients' premises and providing commercial accounting advice on an ongoing basis. Maximise your sphere of influence. Ref: PQE 151044

Contact the Manager, 9 Peasod Street, Windsor, SL4 1DN
0753 851447

Opposite Marks & Spencer
Or the PQE Specialist advising on this appointment on 0753 76677

EAST BERKS £27,000 + car

Company Accountant

Rapid expansion by a medium-sized consumer goods supplier has created this management position that reports to the Managing Director. The successful candidate will supervise a small team, control the financial accounts, co-ordinate data flow from about fifty locations and be responsible for the computerisation of manual systems. Directorship prospects. Ref: PQE 111081

Contact the Manager, 164 High Street, Slough, SL1 1JP
0753 76677

By Next
Or the PQE Specialist advising on this appointment on 0753 76677

THAMES DITTON £25,000

Senior Analyst

This large, established organisation seeks a confident individual for a multifaceted role. You will monitor all aspects of group accounting and interpret financial information, making recommendations for change; and take on ad hoc investigations and consulting assignments. Active sports and social club, BUPA and subsidised canteen are among the benefits. Ref: 94975

Contact the Manager, 70 Clarence Street, Kingston, KT1 1NN
081-547 3505

Opposite C & A
Or the PQE Specialist advising on this appointment on 081 770 0500

HARROW £25,000

Financial Controller

A challenging development role is available for a Qualified Accountant. The ability to take financial reins of this division is sought by the group headquarters. Full responsibility will be given for the financial procedures and controls and you will be able to contribute to the management of the company. Ref: 76564

Contact the Manager, 310a Station Road, Harrow, HA1 2DX
081-427 0799

Opposite Nat West
Or the PQE Specialist advising on this appointment on 0923 50350

DERBY £24,000 + car

Business Unit Accountant

This manufacturing subsidiary of a major plc requires an energetic recruit to join its strong management team. You will be involved in the development of reporting systems, capital investment appraisal and contribute towards development of business strategy. This is a superb opportunity for someone seeking to step into senior management. Ref: 55646

Contact the Manager, 33 Long Row, Nottingham, NG1 2DR
0602 419173

In the old market square

WOKING £24,000

Qualified Accountant

One of the world's largest enterprises seeks to recruit a qualified Chartered Accountant to join internal audit team. A technically demanding role which will provide an overview of the company and its strategies. It is envisaged the position will lead into line management in UK or overseas after two years. Ref: PQE 1010AS

Contact the Manager, 1 Cambridge Walk, Camberley, GU15 3SW
0276 22232

Next to Army & Navy
Or the PQE Specialist advising on this appointment on 0256 460399

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City

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As part of a leading financial services group, our client provides corporate banking, treasury, corporate finance and development capital services for a wide spectrum of corporate banking clients in the UK and overseas.

With assets exceeding £10bn and 1,000 employees in the UK, expansion has created an opportunity for an ambitious, achievement orientated accountant to work in the finance function. As part of a small, professional team, liaising with senior management, you will analyse and report on the performance of operating business units especially marketable securities and off balance sheet products.

The remuneration package includes a highly competitive salary, mortgage subsidy and a non-contributory pension scheme.

You will be a newly/recently qualified ACA, ACCA or CIMA with some commercial experience, preferably gained in banking.

Contact STEPHEN BOWIE on 071-404 3155 at Alderwick Peachell & Partners, Accountancy & Financial Recruitment, 125 High Holborn, London WC1V 6QA. (Rec Cons)

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If you wish to apply please write, enclosing your c.v., to:
Liz Knott
Personnel Manager
Unibank plc
107 Cheapside
London EC2V 6DA
Alternatively if you wish to discuss this position please phone on 071 726 6000.

BERKSHIRE

to £35,000 + F/E CAR

Financial Controller

For the recently established UK Sales and Marketing organisation of a multi-national corporation, which has become a global provider of high-technology solutions. Enjoying exceptional and profitable growth, the autonomous Electronic Equipment Operations have secured a major market share by the effective combination of technical leadership, product innovation and dedicated management.

As a key member of the management team you will be expected to make an active and positive contribution to decision making across the entire range of business and operational development activities. With total responsibility for the finance functions, the brief includes the ongoing advancement of financial and management information systems, control and planning procedures and management reporting requirements.

A graduate qualified accountant, probably in the age range 30-35, you must be able to demonstrate well developed

commercial acumen in addition to sound technical skills. Ideally you should have a background in the high-technology sector with experience of controlling the finance/accounting function in an effective and economic manner. You must be a "hands on" and enthusiastic person with the appropriate interpersonal skills and personality to manage and withstand the rigours of a complex business enjoying dynamic growth and change.

Please send full personal and career details, including current remuneration level and a daytime telephone number, in confidence to Adrian Edge, Coopers & Lybrand Deloitte Executive Resourcing Ltd, 9 Greyfriars Road, Reading RG1 1UQ, quoting reference AE829.

Coopers
& Lybrand
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Executive
Resourcing

FINANCIAL DIRECTOR-DESIGNATE

circa £40,000

Our client, a leading menswear retailer with branches throughout the UK, requires an energetic individual who can work closely with the managing director in the development of the business.

The financial director-designate will be expected to be involved in the commercial decision-making process as well as having full responsibility for the accounting and administration function.

Candidates must be qualified, preferably with experience in retailing, and be able to work in a hands-on environment with a very closely-knit team.

Please send details of your career to date and contact telephone numbers to Jonathan Smith, Marylebone Consulting Group Ltd., 233-237 Old Marylebone Road, London NW1 5QT.

FINANCIAL DIRECTORS

To secure the best appointments at senior level needs more than good advice, accurate career objectives and succinct presentation. InterExec not only provides career advice to successful executives but also retains the unique facility of our subsidiary company Interlex to bridge the critical gap between counselling and the right job. Interlex maintains a unique data base which comprises 6,000 unadvertised vacancies per annum, providing the only confidential placement service.



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CHARTERED ACCOUNTANT

58, residing Monaco with extensive international public accounting and industrial experience, bi-lingual English/French, fluent Italian, seeks executive position in Principality or close thereto.

Write Box A280, Financial Times, One Southwark Bridge, London SE1 9HL

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